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FM 101-5

DEPARTMENT OF THE ARMY FIELD MANUAL

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STAFF OFFICERS'

FIELD MANUAL

STAFF ORGANIZATION

AND PROCEDURE

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DEPARTMENT OF THE ARMY • JULY, 1950

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**DEPARTMENT OF THE ARMY FIELD MANUAL
FM 101-5**

This manual supersedes FM 101-5, 19 August 1940, including C 1, 24 March 1942; C 2, 1 May 1942; C 3, 27 July 1942; C 4, 30 July 1942; C 6, 25 January 1943; C 7, 3 February 1943; C 8, 6 April 1943; C 9, 28 July 1944; and C 10, 9 September 1944.

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**STAFF ORGANIZATION
AND PROCEDURE**



DEPARTMENT OF THE ARMY

JULY, 1950

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DEPARTMENT OF THE ARMY
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BY ORDER OF THE SECRETARY OF THE ARMY:

OFFICIAL:

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Chief of Staff, United States Army.

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Major General, U.S.A.
The Adjutant General

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FOREWORD

This Staff Officers' Field Manual is a compilation of principles, procedures, and information to be used as a guide for general staffs of divisions, corps, and armies, and in the communications zone.

The duties of special staff officers are considered only in their relationship to other members of the staff. The detailed duties of special staff officers are published in field manuals and technical manuals of the arms and services.

This field manual should be studied in connection with the following field manuals:

- FM 100- 5, Field Service Regulations, Operations
- FM 100-10, Field Service Regulations, Administration
- FM 100-15, Field Service Regulations, Larger Units
- FM 101-10, Staff Officers' Field Manual, Organization, Technical, and Logistical Data.

Forms are given for the use of both tactical commands and administrative commands. A tactical command is one whose primary mission is the destruction of the enemy. An administrative command is one whose primary mission is the support of a tactical command.

Information contained in this manual represents current policies. Some policies are subject to modification which will result in publication of changes. Users of this manual are requested to submit recommendations for changes or corrections direct to the Commandant, Command and General Staff College, Fort Leavenworth, Kansas.

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FOREWORD

This Staff Officer's Field Manual is a compilation of policies, procedures, and instructions to be used as a guide for the staff of divisions, wings, and armies and in the communications zone.

The duties of specific staff officers are described in their respective orders of the day. The detailed instructions for staff officers are published in this manual and technical manuals of the Army and Air Force.

This field manual should be studied in connection with the following field manuals:

- FM 100-5, Field Service Regulations, Operations
- FM 100-25, Field Service Regulations, Administration
- FM 100-10, Field Service Regulations, Logistics
- FM 100-16, Staff Officer's Field Manual, Organization

Technical and Logistics Data

Forms are given for the use of data for the command and administrative command. A detailed command is one whose primary mission is the destruction of the enemy. An administrative command is one whose primary mission is the support of a tactical command.

Information contained in this manual is for the use of the staff of the command and is not to be used in the field. It is to be used in the planning of the command and is to be used in the planning of the command. It is to be used in the planning of the command and is to be used in the planning of the command.

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CHAPTER 1

GENERAL PRINCIPLES

1. COMMAND RESPONSIBILITY. a. The commander alone is responsible for all that his unit does or fails to do. He cannot shift this responsibility to any other individual. When there is a deputy or assistant commander, he performs such duties as may be assigned to him by the commander. Responsibility, however, remains with the commander.

b. To enable him to discharge his responsibilities, the commander has a staff to assist him in the exercise of command, and subordinate commanders to command the subordinate units of his command.

c. The commander holds each subordinate commander responsible for all that the subordinate unit does or fails to do. All orders from a higher to a subordinate unit are issued by the commander of the higher unit to the commander of the next subordinate unit. Bypassing this chain of command is resorted to only in urgent situations; in such instances, both the commander issuing and the commander receiving the order should notify intermediate commanders of its content as soon as possible.

d. A more detailed discussion of command principles is contained in FM 100-5.

2. DEFINITION AND GENERAL FUNCTIONS OF THE STAFF. a. The staff of a unit consists of the officers who assist the commander in his exercise of command. The commander and his staff should be considered as a single entity.

b. The staff secures such information and furnishes such estimates and advice as may be required by the commander, prepares the details of his plans, translates his decisions and plans into orders, and causes such orders to be transmitted to the troops. It brings to the commander's attention matters which require his action or about which he should be informed, makes a continuous study of the situation, and prepares tentative plans for possible future contingencies for the consideration of the commander. It assists the commander in coordinating the efforts of the command.

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To the extent authorized by the commander, it supervises the execution of plans and orders and takes such other action as is necessary to carry out the commander's intentions.

c. The staff officer must have a thorough knowledge of the policies of the commander. In cases for which no policy has been established, he initiates action to secure a policy.

d. The entire staff is commanded directly by the commander but is directed and coordinated by the chief of staff in divisions and higher headquarters, and by the executive in brigades and smaller headquarters.

3. SUBDIVISIONS OF THE STAFF. a. In divisions and larger units, the multiplicity of details requiring the commander's consideration and the number of staff officers are such that a coordinating staff is necessary. This coordinating staff, consisting of the chief of staff and his assistants (deputy chiefs of staff, secretary of the general staff, assistant chiefs of staff, and the assistants of each), is termed the *general staff*. Other subdivisions of the staff are the *special staff*, the *personal staff*, and *liaison officers*.

b. In units smaller than the division, staff functions basically are the same as in the division. The organization of the staff and the assignment of duties to individuals will differ somewhat. An officer may perform duties of both general and special staff nature.

4. QUALIFICATIONS AND CONDUCT OF STAFF OFFICERS. a. A staff officer must understand the problems of the troops. He will be better equipped to perform his duties if he has had experience as a subordinate commander. If he never has served with units similar to those under the headquarters to which he is assigned, he should be given a period of orientation with those units before beginning his staff duties.

b. All staff officers should have a thorough knowledge of organization, operations, administration, and staff techniques, and should be familiar with the commander's policies. They should be active, well-informed assistants to the commander, since they must act as his agents in harmonizing the plans, duties, and operations of all elements of the command.

c. Staff officers must furnish the commander with accurate information and candid advice. They must not be influenced by what they believe the commander wants to hear. Accuracy is of the utmost importance. The commander must have accurate information on which to base his estimates and decisions. The commander's decisions and policies must be supported loyally.

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d. Correct conduct by staff officers assists in securing cooperation, loyalty, and teamwork throughout the command. Officers visiting the headquarters, such as subordinate commanders and their staff officers, and liaison officers, should be treated courteously and given assistance. Staff officers foster good relations between the staff and the troops by personal acquaintance with subordinate commanders and their staff officers, by frequent visits to learn conditions and to give assistance, and by concern for the welfare of the troops. Personal ambitions should be submerged; ambition should be for the unit. The staff should set the example in military courtesy and dress; the uniform worn by the staff should be that prescribed for the troops. Unselfish conduct wins the confidence and respect of the troops; special privileges for the staff create resentment.

5. GENERAL STAFF. The general staff is organized to include all functions of command. It is the commander's agent in harmonizing the plans, duties, and operations of all elements of the command, and in coordinating all activities to secure the most efficient employment of the force as a whole. General staff officers do not represent a particular arm or service.

6. SPECIAL STAFF. a. The special staff consists of officers having staff duties pertaining to specialized activities of the command. Generally, a special staff officer performs staff functions pertaining to a particular arm or service.

b. Certain special staff officers have dual functions as special staff officers of the command, and as commanders of troops or chiefs of technical or administrative services. These two functions of staff and command, although vested in a single individual, are separate and distinct in that each involves different responsibilities and duties; the exercise of one should not be confused with the exercise of the other. These staff functions of the special staff are coordinated by the chief of staff, assisted by the other members of the general staff.

c. Those special staff officers who do not have the dual function of staff officers and commanders of troops normally exercise operational control of specific units in the name of their commander. Operational control includes direction of tactical, technical, or service operations. It does not include responsibility for supply, administration, or movement other than tactical maneuvering, unless such additional responsibilities are delegated specifically by the commander.

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7. PERSONAL STAFF. The commander's personal staff consists of such staff officers as the commander elects to coordinate and administer directly, instead of through the chief of staff. They assist the commander directly, instead of as members of the general staff-special staff team. The commander's aides are members of the personal staff. At times, a special staff officer may be on the commander's personal staff for part of his activities and in the special staff group for the remainder of them (for example, the inspector general and the public information officer).

8. LIAISON OFFICERS. Liaison officers normally function under the direction of the chief of staff or his representative and perform liaison functions for the commander and his staff. (See par. 71.)

9. STAFF AUTHORITY. a. A staff officer, as such, has no authority to command subordinate elements of the unit. All policies, basic decisions, and plans must be authorized by the commander before they are put into effect. The extent to which the commander authorizes his staff to act for him depends on the ability, training, and judgment of his staff officers, and on his personal policy.

b. When the commander has decided upon a course of action or has adopted a plan, it is the duty of the staff to prepare and issue the necessary orders and to supervise their execution. When a staff officer issues an order in the name of the commander, responsibility for such an order remains with the commander even though he may not have seen the order as actually written, or heard it as actually issued, if given orally.

c. The above principles apply to staff authority only. A special staff officer who also is a commander of a troop unit or a service issues orders to his troop unit or service by virtue of his command of it.

10. STAFF SUPERVISION. Staff supervision is the process of advising other staff officers and individuals subordinate to the commander of the commander's plans and policies, interpreting those plans and policies, assisting such subordinates in carrying them out, determining the extent to which they are being executed, and advising the commander thereof. Staff supervision does not include command.

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CHAPTER 2

THE GENERAL STAFF

11. ORGANIZATION AND GENERAL PRINCIPLES. a. The general staff consists of the chief of staff, the deputy chief(s) of staff, the secretary of the general staff, the four assistant chiefs of staff (G-1, G-2, G-3, and G-4), and their assistants. The assistant chiefs of staff assist the chief of staff in the coordination of each of those four principal functional duties of the commander: personnel, intelligence, operations and training, and logistics. For a typical general staff organization, see figure 1.

b. The deputy chief(s) of staff, the secretary of the general staff, and the four assistant chiefs of staff are responsible directly to the chief of staff.

c. General staff officers are planners, coordinators, and supervisors. General staff officers must keep themselves free for continually estimating the situation and for planning. They must not allow themselves to be engrossed with administrative details. The command and operations of units, services, and activities are functions of commanders, chiefs of services, and other special staff officers.

d. The general staff implements the decisions, plans, and policies of the commander by formulating and issuing orders, in the name of the commander, to the subordinate units.

e. The general staff must function as a single coordinating staff. Although each assistant chief of staff is charged with assisting the chief of staff in the coordination of a definite field, there is much overlapping of these fields. Coordination and the prompt interchange of information among the staff sections are essential. In addition, general staff officers may be required to assist or to take over temporarily one or more other sections.

f. Although general staff officers are responsible directly to the chief of staff, they frequently are consulted individually or collectively by the commander. The chief of staff frequently may require an assistant chief of staff to present information, estimates, and plans directly to the commander.

g. Each general staff section is organized according to the personnel available and the work to be accomplished. Typical organizations of the personnel, intelligence, operations and training, and logistics sections of the general staff are given in chapter 5.

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h. The duties of the several general staff officers, as listed in paragraphs 12 through 19 inclusive, are intended as a guide. The commander may and should adjust duties to meet operating conditions.

12. THE CHIEF OF STAFF. The chief of staff is the principal coordinating agent of, and adviser to, the commander. He directs and coordinates the staff to achieve unity of action. He may transmit the decisions of the commander to appropriate staff officers for preparation of the necessary orders, or he may transmit the

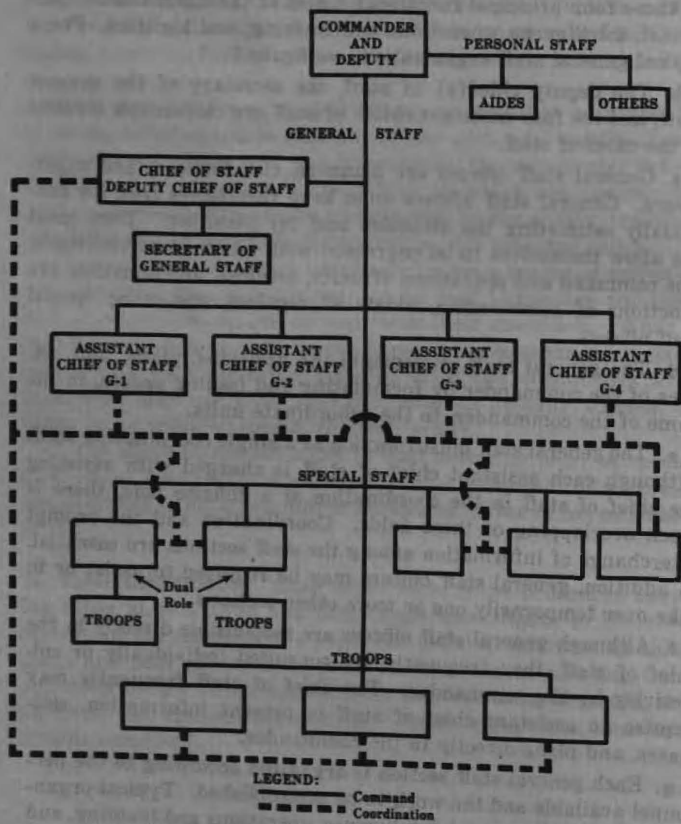


Figure 1. Typical general staff organization.

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decisions in the form of orders directly to those who execute them. He informs the appropriate staff officers of the orders he issues directly to commanders. He performs the following specific duties:

a. formulates and announces policies for the general operation of the staff.

b. Directs and coordinates the work of the general and special staffs. This coordination includes—

- (1) Activities of the sections within the general and special staffs.
- (2) Relations between the general and special staffs.
- (3) Relations between the general and special staffs and subordinate units and agencies.

c. Keeps the commander informed of the enemy situation; the situation relative to adjacent, supported, and supporting units; and the situation of the command as to location, strength, morale, training, equipment, supply, evacuation, and general effectiveness.

d. Represents the commander during his temporary absence or when authorized to do so. The deputy commander or assistant commander, when provided for in the command, represents the commander during his temporary absence or when authorized.

e. Receives decisions from the commander and takes the following action:

- (1) Makes such additional decisions as may be directed by the commander and gives necessary instructions to the staff in furtherance of these decisions.
- (2) Allots the detailed work of preparing plans and orders, coordinates the resulting drafts, and submits them to the commander for approval.
- (3) Alerts subordinate units concerning the plan of the commander by means of warning orders, fragmentary or otherwise.

f. Takes steps to insure that all instructions published to the command are in accord with the policies and plans of the commander.

g. By personal observation, and with the assistance of the general and special staffs, sees that the orders and instructions of the commander are executed.

h. Makes a continuous study of the situation with a view to being prepared for future contingencies.

i. Assembles the routine staff section reports and, after their approval by the commander, has the required copies forwarded to higher headquarters.

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j. Requires all staff officers (except members of the commander's personal staff) to inform him of any information or recommendations given the commander and any instructions they have received from the commander as a result of direct contact.

k. Secures from the commander information, recommendations, and instructions received or given as a result of his direct contact with higher and subordinate commanders.

l. Insures establishment of liaison with adjacent, higher, subordinate, and supported units.

m. Supervises the operation of the war room.

13. DEPUTY CHIEF(S) OF STAFF. A deputy chief of staff performs such duties as may be assigned him by the chief of staff, and acts for him during temporary absence. A deputy chief of staff may be employed to coordinate the staff for a specified activity, such as future plans.

14. SECRETARY OF THE GENERAL STAFF. The secretary of the general staff performs the following duties:

a. Acts as executive officer for the chief of staff and deputy chief(s) of staff, and as office manager for the offices of the commander, chief of staff, and deputy chief(s) of staff.

b. Maintains office of temporary record for the chief of staff and deputy chief(s) of staff.

c. Supervises staff message control (see par. 60).

d. Receives officials visiting the headquarters for the purpose of conferring with the commander, the chief of staff, or deputy chief(s) of staff.

e. Performs such other duties as may be assigned him by the chief of staff.

15. THE PERSONNEL OFFICER (G-1). a. The assistant chief of staff, G-1, assists the chief of staff in the coordination of functions pertaining to the management, as individuals, of personnel of the command, civilians under its supervision or control, and prisoners of war; to the allocation of replacements to subordinate commands within priorities established by G-3; to the internal organization and operation of the headquarters; and to miscellaneous administrative matters not specifically assigned to another general staff section.

b. He is responsible for the planning and supervision of personnel training of his own section and, in coordination with G-3, for such training within the command.

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c. His specific duties may include planning, coordination, and supervision of activities pertaining to—

- (1) *Strengths, records, and reports.* Pertinent instructions such as time of submission, period covered, form, and channels, with reference to (2) through (11) below.
- (2) *Replacements.* Shortages, present and anticipated; requisitions; allocations; processing; movement; and location, stockage, and movement of units. (Coordination with G-3 for priorities; G-4 for supply and transportation.)
- (3) *Discipline, law and order.* Status of discipline; absence without leave, collection and disposition of stragglers, disciplinary installations, law and order, the effects of military justice and courtmartial, punishments, troop relations with civilians, and uniforms.
- (4) *Prisoners of war.* Collection, safeguarding, processing, evacuation, utilization, treatment, and discipline. (Coordination with G-2 for estimated rate of capture and interrogation; G-4 for enclosures, supply, transportation, and sanitation.)
- (5) *Burials and graves registration.* Cemeteries, evacuation, effects, and labor. (Coordination with G-4 for labor, transportation, and location of cemeteries.)
- (6) *Morale and personnel services.*
 - (a) *Morale.* Status of morale as determined from visits, observations, and reports.
 - (b) *Personnel services.* Leaves, rest and recreational facilities, awards and decorations, mail, pay, religious activities, personal hygiene, special services activities, Army exchanges, welfare activities, and standards of housing for personnel. (Coordination with G-3 on matters pertaining to troop information and education, and to integrate personnel services program with operations and training; G-4 for supply, transportation, and facilities.)
- (7) *Civil affairs-military government.* Control of, and assistance to, the civilian population. (Coordination with G-4 for logistical implementation.)
- (8) *Procedures.* Procurement, classification, assignment, promotion, transfers, reclassification, retirement, separation, and personnel economies. (Coordination with G-3 for assignment priorities and for training in personnel procedures.)

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- (9) *Interior management.* Movement, internal arrangement, internal organization, and internal operation of the headquarters; and allocation of shelter in the headquarters area for troops and for the headquarters. (Coordination with G-3 for area organization; G-4 for provision for shelter.)
- (10) *Civilian employees.* Sources, procurement, utilization, administration, relation to military government, and relation to troops. (Coordination with G-2 for security screening; G-4 for supply, priorities, and utilization.)
- (11) *Miscellaneous.* Administrative matters not specifically assigned to another general staff section.

16. THE INTELLIGENCE OFFICER (G-2). a. The assistant chief of staff, G-2, assists the chief of staff in the coordination of functions pertaining to military intelligence and counterintelligence. His primary function is to keep the commander and all interested agencies and sections fully informed of the enemy situation and capabilities, and of weather and terrain. In addition to his general staff functions, the G-2 has some operational functions pertaining to agencies concerned in the collection, evaluation, interpretation, and dissemination of information of the enemy, and to agencies engaged in counterintelligence activities.

b. He is responsible for the planning and supervision of intelligence training of his own section and, in coordination with G-3, for such training within the command.

c. His specific duties may include planning, coordination, and supervision of activities pertaining to—

- (1) *Collection of information.* This consists of information pertaining to the enemy and to factors of terrain, hydrography, weather, politics, economics, sociology, and psychology by—
 - (a) Interrogation of prisoners of war. (Coordination with G-1.)
 - (b) Examination of captured enemy documents.
 - (c) Examination of enemy matériel. (Coordination with G-4 and interested technical services.)
 - (d) Requests for visual and photographic air reconnaissance and supplies of air photos.
 - (e) Requests for maps in proper scales and sufficient numbers to supply own, subordinate, and attached units. (Coordination with G-3 and G-4.)

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- (f) The utilization of attached intelligence specialist teams and other special intelligence agencies.
- (g) Maintenance of close liaison with accredited foreign attachés or missions and with United States agencies, other than military, that may have information of intelligence value.
- (h) Examination of enemy written and radio broadcast propaganda.
- (2) *Evaluation and interpretation of information.* Information is evaluated and interpreted in order to determine the—
 - (a) Effects of weather, terrain, and certain other factors, such as attitude of neutrals (over whom we have no control) on the enemy and on our mission.
 - (b) Enemy capabilities.
 - (c) Priority, when the indications warrant, in which the enemy is likely to implement his capabilities.
- (3) *Dissemination of intelligence and information.*
- (4) *Counterintelligence.*
 - (a) The planning and implementation, through intelligence and other military and civil agencies, of all active and passive measures designed to preserve secrecy and to neutralize or destroy the effectiveness of hostile intelligence.
 - (b) The planning, in coordination with other staff sections, of methods and procedures for deceiving the enemy, and the conduct of counterintelligence phases of such operations.
 - (c) Assistance in the conduct of counterpropaganda activities.
 - (d) The conduct of such investigations as may fall within the purview of (a) above, including loyalty investigations of military and civilian personnel, United States or alien.
 - (e) The imposition of such military and civil censorship restrictions as circumstances may require.
- (5) *Psychological warfare (including tactical propaganda).*
 - (a) The provision of intelligence material for psychological warfare purposes.
 - (b) Assistance in the planning of psychological warfare operations.
 - (c) Supervision of psychological warfare operations for security.

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- (d) Estimating the effectiveness of own and enemy psychological warfare operations.
- (e) Assistance in the planning and supervision of training activities concerning defense against enemy propaganda.
- (6) *Signal intelligence and signal communication security.* Utilizing Army Security Agency units assigned to division and higher headquarters, obtains enemy intelligence through signal means and checks compliance by friendly signal communication facilities with established signal communication security procedures.
- (7) *Partisan or guerilla activities.* Coordination of intelligence aspects of partisan or guerilla activities. (Coordination with G-3.)

17. THE OPERATIONS AND TRAINING OFFICER (G-3). a. The assistant chief of staff, G-3, assists the chief of staff in the coordination of functions pertaining to organization, training, and combat operations.

b. He is responsible for the planning and supervision of training of his own section and for training within the command.

c. His specific duties may include planning, coordination, and supervision of activities pertaining to—

(1) *Organization*

- (a) Mobilization and demobilization.
- (b) Organization and equipment of units. (Coordination with G-1 for allocation of personnel; G-4 for allocation of equipment.)
- (c) Assignment and attachment of units and maintenance of troop list. (Coordination with G-1 for administrative units; G-4 for service units.)

(2) *Training.*

- (a) Preparation of training directives, programs, orders, field exercises, and maneuvers. (Coordination with other staff sections for specialized training relating to their functions.)
 - (b) Selection of training sites and firing ranges. (Coordination with G-4 on preparation of sites and ranges.)
 - (c) Organization and conduct of schools.
 - (d) Troop information and education activities (in units at corps level and below).
 - (e) Training inspections and tests.
- (3) *Combat operations.*

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- (a) Continuing study of the tactical situation as affected by—
1. Instructions from higher headquarters, action of adjacent and supporting commands, and the location and capabilities of the troops.
 2. Morale of the troops, casualties, replacements, and reinforcements. (Coordination with G-1.)
 3. The enemy situation and order of battle, and terrain and weather. (Coordination with G-2.)
 4. Status of equipment, supplies, and services. (Coordination with G-4.)
- (b) Designation of general areas for bivouacking, quartering, and staging of units. (Coordination with G-4.)
- (c) Reconnaissance and security measures. (Coordination with G-2 for intelligence missions of combat troops.)
- (d) Troop movements. (Coordination with G-4 for selection of routes and for movements requiring transportation in addition to organic transportation.)
- (e) Tactical employment of units. (Coordination with G-4 for influence of supply and evacuation on operations; G-2 for enemy capabilities; G-1 for morale.)
- (f) Coordination of plans for supporting fires.
- (g) Coordination and supervision of requests for air missions. Coordination with G-2 for reconnaissance.)
- (h) Defense of administrative installations and lines of communications. (Coordination with G-4.)
- (i) Engineer activities directly relating to the tactical mission, to include fortifications, mine fields, mine field clearance, ferrying, and bridging when conducted as part of the tactical operation. (Coordination with G-4 for assignment of engineer missions.)
- (j) Tactical measures to preserve secrecy and effect surprise. (Coordination with G-2.)
- (k) Establishment of liaison with adjacent, higher, subordinate and supported units; controls liaison personnel and liaison activities.
- (l) Signal activities relating directly to the tactical mission.
- (m) General location of the command post for the unit and for principal subordinate units.
- (n) Preparation, authentication, and distribution of operation orders and operation maps. (Coordination with G-2 and G-4.)

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- (o) Coordination of operations of partisan or guerilla activities. (Coordination with G-2.)
 - (4) *Psychological warfare operations and training.*
 - (a) Coordination and supervision of the planning and conduct of psychological warfare operations.
 - (b) Training troops in psychological warfare to include defense against enemy psychological warfare activities.
 - (c) Allocation of ammunition for propaganda dissemination activities. (Coordination with G-4.)
 - (5) *Equipment and supplies.*
 - (a) Supervision over determination of ammunition and explosives requirements.
 - (b) Allocation of ammunition in short supply.
 - (c) Priorities for issue or allocation of combat weapons and equipment. (Coordination with G-4.)
 - (6) *Unit history and after-action reports.*
 - (a) Supervision of the recording of events as they occur to furnish material for preparation of the unit history.
 - (b) Supervision of the preparation of the after-action reports as required by higher headquarters.
- 18. THE LOGISTICS OFFICER (G-4).** a. The assistant chief of staff, G-4, assists the chief of staff in the coordination of functions pertaining to supply, evacuation and hospitalization, transportation, service, and miscellaneous related subjects.
- b. He is responsible for the planning and supervision of logistical training of his own section and, in coordination with G-3, for such training within the command.
- c. His specific duties may include planning, coordination, and supervision of activities pertaining to—
- (1) *Supply.*
 - (a) Determination of supply requirements.
 - (b) Procurement, storage, security, distribution, and documentation of supplies.
 - (c) Establishment of priorities for supply and allocation of regulated items of supply. (Coordination with G-3 for allocations to combat units.)
 - (d) Collection and disposition of surplus, excess, salvage, and captured enemy supplies.
 - (2) *Evacuation and hospitalization.* Evacuation and hospitalization of men and animals.

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- (3) *Transportation.* Transportation of units, personnel, and supplies by water, highway, railway, pipe line, and air, including operation of carriers, planning of movements, and traffic regulation and control. (Coordination with G-3 for troop movements.)
- (4) *Service.* Other logistical activities not covered by (1), (2), and (3) above, including—
 - (a) Requirements for, and organization, allocation, and movement of, service troops. (Coordination with G-3.)
 - (b) Maintenance and repair of supplies and equipment.
 - (c) Construction of all facilities and installations except fortifications and signal communications.
 - (d) Procurement, allocation, administration, and disposition of real estate, including billets and shelter. (Coordination with G-1 concerning allocation of shelter for headquarters and of quarters for personnel in the headquarters area; G-3 for designation of general areas for bivouacking, quartering, and staging of units.)
 - (e) Maintenance and repair of, and provision of utilities for, facilities and installations.
 - (f) Fiscal and financial activities, except payment of military personnel and civilian employees.
 - (g) Property accounting and responsibility.
 - (h) Sanitation.
- (5) *Miscellaneous related subjects.*
 - (a) Logistical organization, including location of rear boundaries and rear echelons of headquarters, and the establishment of service areas. (Coordination with G-1 and G-3.)
 - (b) Logistical administration, including the preparation of logistical estimates, plans, and reports, and the preparation, authentication, and distribution of administrative orders and administrative maps. (Coordination with other general staff officers.)
 - (c) Logistical implementation of the civil affairs-military government policy of the command. (Coordination with G-1.)
 - (d) Protection of lines of communications and rear establishments. (Coordination with G-3.)

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19. OTHER SECTIONS OF THE GENERAL STAFF. Since the four sections of the general staff embrace all the major functions of the commander, it rarely is necessary to establish additional sections of the general staff; additional functions generally can be met best by establishing new special staff sections or augmenting existing staff sections. Planning sections (see ch. 7), having representation from several or all of the general and special staff sections, do not represent a change in organization but a division of duties within the staff.

- (a) Maintenance and repair of buildings and equipment.
(b) Construction of buildings and installations.
(c) Fortification and water construction.
(d) Procurement, distribution, administration, and disposal of real estate, including leases and sales.
(e) Organization with G-1 concern in allocation of budget for headquarters and its branches for personnel in the headquarters area; G-2 for distribution of general funds; G-3 for distribution of special funds; and G-4 for distribution of other funds.
(f) Maintenance and repair of and provision of tables for facilities and installations.
(g) Maintenance and repair of and provision of tables for facilities and installations.
(h) Property accounting and responsibility.
(i) Sanitation and health.
(j) Maintenance of records.
(k) Logistics organization, including location of rear echelon and rear echelon in headquarters and the establishment of service lines. (Consistent with G-1 and G-2.)
(l) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.
(m) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.
(n) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.
(o) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.
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(w) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.
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(y) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.
(z) Logistics administration, including the preparation and distribution of orders, plans, and reports and the preparation, maintenance, and distribution of administrative and technical orders.

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CHAPTER 3

THE SPECIAL STAFF

20. GENERAL. a. The special staff consists of all staff officers having duties at a headquarters and not included in the general staff group or in the personal staff group. The special staff is commanded directly by the commander, and its functions are coordinated by the general staff.

b. The functions of the special staff include—

- (1) Furnishing the commander and staff with information, estimates, recommendations, and plans within their specialized fields.
- (2) Assisting the general staff in the preparation of estimates, plans, orders, and reports.
- (3) Appropriate technical supervision of corresponding staff sections and activities of subordinate units.
- (4) Establishing liaison with corresponding staff sections of higher and adjacent units.

c. Each special staff officer normally exercises, in the name of the commander, operational control of those units which are performing his specialized activities, and which have not been assigned or attached to subordinate units.

21. ISSUANCE OF ORDERS. a. Special staff officers issue orders in the name of the commander only when specifically authorized by the commander or pursuant to announced policies. Orders to subordinate units are sent through command channels, and not directly from a special staff officer to a commander or staff officer in a subordinate unit.

b. Technical channels may be used by special staff officers within the limits and in the manner prescribed by the commander to handle routine technical reports and technical instructions not involving variation from command policies and directives.

22. PRIMARY RESPONSIBILITY FOR COORDINATION. The duties of a special staff officer may require him to consult the commander, chief of staff, and a number of general and special staff sections. To insure that coordination is effected, each assistant chief of staff is charged with coordinating the functions of other staff officers within his general staff field.

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23. SPECIAL STAFF REQUIREMENTS. Only special staff officers common to most organizations are listed in this chapter. In any specific headquarters, the number of special staff officers may be prescribed by tables of organization. The commander meets particular conditions by omitting special staff sections not needed, combining and adjusting duties, or creating additional special staff sections, when necessary.

24. ADJUTANT GENERAL. a. The adjutant general exercises operational control of all adjutant general units not assigned or attached to subordinate commands.

b. He is responsible for the administration and operation of all personnel actions connected with all personnel coming under the jurisdiction of the commanding general, the publication of orders and instructions of the commanding general, the conduct of correspondence, the operation of the Army Postal, courier, and machine records services within the command, and the preservation and administration of all records of the command.

c. Specifically, he may perform any or all of the following functions:

- (1) Operates, in accordance with approved policies, activities of the headquarters pertaining to—
 - (a) Classification of all individuals joining the command and their subsequent assignment, reclassification, reassignment, promotion, transfer, retirement, and discharge.
 - (b) Procurement, recruiting, and replacement of military personnel.
 - (c) Leaves of absence and delays.
 - (d) Administration of civilian personnel.
 - (e) Administration pertaining to decorations, citations, honors, and awards.
- (2) Supervises the strength accounting (machine records unit) activities and the machine records units of the command.
- (3) Prepares monthly personnel rosters, strength returns, and military occupational specialty reports of the unit.
- (4) Prepares all personnel reports (including those on casualties and prisoners of war) and other returns, as required.
- (5) Operates the internal headquarters communication control, distribution centers, and messenger service.
- (6) Operates the Army Air Force Postal Service.

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- (7) Distributes, safeguards, and accounts for classified correspondence.
- (8) Publishes, authenticates, and distributes all orders and instructions except combat orders, certain technical instructions, and those issued by chiefs of staff sections in their capacity as commanders.
- (9) Requisitions, stores, and distributes publications and blank forms of the headquarters and of higher headquarters.
- (10) Supervises field printing plants, control of contract field printing, and reproduction service for the headquarters.
- (11) Operates the forms and reports control and standardization program.
- (12) Prepares and distributes station lists.
- (13) Maintains the office of record for the headquarters, including records of all personnel belonging to the command which are not kept in some subordinate unit. This includes—
 - (a) Supervision of records administration in subordinate installations and activities.
 - (b) Supervision of the retirement of noncurrent records under the records administration program.
- (14) Performs all office service and every possible administrative service for the headquarters in order that staff sections with specific missions need not have their attentions diverted by routine administrative procedures including the following:
 - (a) Clerical training.
 - (b) Supervision of administrative procedures within the headquarters, and formulating directives pertaining thereto.
- (15) Operates courier service for proper delivery of top secret, secret, and confidential correspondence and documents to supplement the Army Air Force Postal Service.
- (16) Supervises personnel centers, except those which may be assigned to the Chief of Transportation at ports of embarkation.
- (17) Performs the operating functions of the replacement officer when no special staff section or command is assigned to this function.

25. ARTILLERY OFFICER. a. Commands all artillery units not assigned or attached to subordinate commands.

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b. Advises the commander and staff on matters pertaining to all types of artillery.

c. Determines requirements for all types of artillery units and ammunition needed and makes recommendations for their allocation to subordinate units. Furnishes information as to the status of artillery ammunition supply.

d. Makes recommendations for the employment of artillery and supervises the preparation of detailed plans to include the artillery annex to the operation order (when issued).

e. Coordinates the fires of all fire support means available to the command, including artillery, naval gunfire, and air support.

f. Coordinates, as appropriate, with air force headquarters concerned, all ground means of active air defense in accordance with directives from higher headquarters on control of antiaircraft artillery fire.

g. Recommends appropriate observation and strike missions to be performed by cooperating air force units.

h. Collects and disseminates intelligence, including technical information, through appropriate intelligence agencies.

i. Studies and evaluates enemy artillery capabilities.

j. Coordinates artillery survey within the command.

k. Supervises artillery observation, signal communication, and liaison within artillery and supported units, as necessary.

l. Supervises supply of meteorological data for artillery.

m. Prepares and supervises training programs of the artillery units under his command, and exercises technical supervision over artillery training throughout the command.

n. Advises the commander and staff on active and passive air defense matters.

26. CHAPLAIN. a. Advises the commander and staff on moral matters, and in the religious activities of the command.

b. Supervises the spiritual welfare of the command.

c. Conducts religious services.

d. Ministers to the sick and wounded.

e. Corresponds with relatives of deceased personnel.

f. When necessary, coordinates the religious work of the various religious welfare organizations.

g. Supervises and coordinates the assignment, training, and work of the chaplains of subordinate units.

h. Prepares estimates and allotments for religious activities of funds not specifically charged to other agencies of the command.

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i. Insures that chaplains of subordinate units are supplied with authorized equipment.

27. CHEMICAL OFFICER. a. Exercises operational control of all chemical units not assigned or attached to subordinate commands.

b. Advises the commander and staff on chemical matters, including the coordination of the use of biological agents, incendiaries, and smoke by the various arms.

c. Determines requirements for and procures, stores, distributes, issues, and documents chemical supplies.

d. Makes recommendations for procurement and employment of chemical troops and their allotment to subordinate units.

e. Prepares and supervises training programs of chemical units under his operational control, and exercises technical supervision over chemical training throughout the command.

f. Plans and supervises chemical operations, including the following:

- (1) Estimation of the requirements of all chemical-filled munitions to all units of the command.
- (2) Employment of mechanical smoke generators and smoke pots for extensive area screens.
- (3) Chemical defense, to include gasproofing of enclosures and installation of collective protective equipment.
- (4) Decontamination.
- (5) Employment of toxic chemicals in tactical operations.
- (6) Radiological defense surveys and the determination of radiological hazards.
- (7) Biological warfare survey and the determination of biological hazards.
- (8) Operation of maintenance and repair facilities and processing plants, including the field filling of chemical munitions, that may be established within the command.
- (9) Examination and processing of captured chemical supplies.
- (10) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy chemical warfare activities.

28. CHIEF OF INFORMATION. (At army and higher commands only.)

a. Advises the commander and staff on all matters pertaining to relations with the public in general, public information, and troop information and education.

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b. Coordinates and supervises all public information and troop information and education functions within the command.

29. COMMANDERS OF ATTACHED UNITS. Commanders of attached units of the arms or services which have no special staff representatives act as advisers to the commander and staff on matters relating to their units. They normally maintain a liaison officer at the headquarters of the unit to which attached.

30. DENTAL SURGEON. a. Advises the commander and staff on matters pertaining to the dental service of the command and occupied territories.

b. Advises the surgeon in all matters that may have a bearing on the health of the command from a dental standpoint.

c. Plans and supervises operation of the dental service in subordinate units.

d. Determines the needs of the dental service for dental supplies and equipment.

e. Prepares reports on the dental activities of the command.

31. ENGINEER. a. Commands all engineer units not assigned or attached to subordinate commands.

b. Advises the commander and staff on engineer matters.

c. Determines requirements for and procures, stores, distributes, issues, and documents engineer supplies.

d. Makes recommendations for procurement and employment of engineer troops and their allotment to subordinate units.

e. Prepares and supervises training programs of the engineer units under his command, and exercises technical supervision over engineer training throughout the command.

f. Plans and supervises engineer operations, including the following:

- (1) Construction, maintenance, and repair of roads, trails, and inland waterways, as well as new construction and major repair of railways.
- (2) Construction, maintenance, and operation of military pipeline systems.
- (3) Construction, maintenance, rehabilitation, and repair of camps, cantonments, warehouses, hospitals, and structures of every character (including incidental installations except signal communication), airdromes, harbors, permanent fortifications, and all means of river crossing.
- (4) Construction of defensive works, mine fields, road blocks,

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and other obstacles, and the clearance of passages through such barriers.

- (5) Construction, maintenance, repair, and operation of utilities, including water supply systems, fixed bathing installations, and portable and fixed electric light plants.
- (6) Adequate fire protection at camps, depots, ports, hospitals, and airdromes.
- (7) Procurement, administration, and disposition of real estate.
- (8) Procurement, reproduction, and distribution of maps and map substitutes, and the reproduction of air photos for the use of army units.
- (9) Camouflage measures, preparation of instructions on camouflage, and the use of camouflage materials.
- (10) Engineer reconnaissance, field surveys, mapping projects, and the preparation of terrain studies.
- (11) Demolitions.
- (12) Generation of certain gases.
- (13) Recommendations for traffic regulations on roads and bridges as indicated by their physical condition; preparation of all signs for marking routes; posting of all signs, except those for temporary routes and traffic control; issue of signs and/or sign materials to the Corps of Military Police for preparation and posting on routes of a temporary nature incidental to traffic control.
- (14) Insect and rodent control and fumigation of buildings.
- (15) Operation of engineer maintenance and repair facilities.
- (16) Examination and processing of captured engineer supplies.
- (17) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy engineer activities.

32. FINANCE OFFICER. a. Exercises operational control of all finance units not assigned or attached to subordinate commands.

b. Advises the commander and staff on finance matters, and on fiscal matters where no fiscal officer is assigned. (See par 128a.)

c. Determines requirements for and procures, stores, distributes, issues, and documents finance supplies.

d. Makes recommendations for procurement and employment of finance troops and their allotment to subordinate units.

e. Exercises technical supervision over finance training throughout the command.

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f. Plans and supervises finance operations, including the following:

- (1) Custody and disbursement of all Government funds, including such special funds as the commander may direct.
- (2) Payment of the command, and payment for hired labor, for supplies purchased or requisitioned, and in settlement for damages or claims.
- (3) Custody of financial records.

33. HEADQUARTERS COMMANDANT. Commands headquarters troops not assigned or attached to subordinate commands, and is responsible for—

- a. Local security of the headquarters.
- b. Internal administration and arrangements for moving headquarters, under the general staff supervision of G-1.
- c. Supervision of headquarters mess.
- d. Messing and quartering of casualties.
- e. Reception and accommodation of visitors to the headquarters.

34. HISTORIAN. a. Advises the commander and staff on historical activities of the command.

b. Exercises operational control of all historical units not assigned or attached to subordinate commands.

c. Prepares the war diary or activities report for the headquarters and supervises their preparation by subordinate units.

d. Assembles material necessary to the writing of a comprehensive and accurate history of the unit.

e. When appropriate, or as directed, prepares special studies based on the material assembled.

f. Supervises the collection, preservation, and disposition of historical records and properties.

35. INSPECTOR GENERAL. a. Conducts inspections and investigations as prescribed by Army Regulations. (For sphere of inquiry, see AR's 20-5, 20-10, and 20-30.)

b. Inspects all commands, units, systems, transportation, installations, accounts, and nonmilitary agencies, as required by the commander.

c. Prior to making inspections, consults all staff sections to obtain special items for attention of inspection personnel, and advises and furnishes copies or extracts of inspection reports to all staff sections where inspection material is of direct interest to the staff sections.

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d. Obtains technical assistance from the appropriate staff sections for the conduct of inspections.

e. Based upon inspections, recommends remedial action to correct deficiencies and delinquencies noted.

f. At the discretion of the commander, the inspector general may function as a special staff officer or be on the personal staff of the commander for all or part of his functions.

36. STAFF JUDGE ADVOCATE. a. Advises the commander and staff and other members of the command on questions of law.

b. Supervises the administration of military justice within the command.

c. Furnishes legal assistance and advice to military personnel and their dependents concerning legal problems.

d. Reviews and recommends the action to be taken upon charges prior to reference to trial by general court martial, reviews records of trial by general court martial and military commissions and records of trial by special courts martial in which a bad conduct discharge has been adjudged; advises the appointing authority with respect to such records of trial.

e. Examines records of trial by special and summary courts martial for errors, defects, or omissions, prepares necessary corrective action, and is custodian of special court-martial records not involving bad conduct discharges and of one of the copies of summary court-martial records.

f. Reviews and recommends action to be taken on all matters pertaining to claims.

37. MILITARY GOVERNMENT. a. Exercises operational control of all military government units not assigned or attached to subordinate commands.

b. Advises the commander and staff on matters involving supervision and control of civilians in theaters of operations.

c. Supervises military government and civil affairs activities for which the commander is responsible, such as internal affairs, economics, displaced persons, refugees, welfare, and legal and financial affairs.

d. Coordinates with other staff officers in the adoption and enforcement of measures designed to control and direct civilian activities affecting the military effort, such as maintenance of order, prevention of sabotage, procurement of civilian labor for military uses, exploitation of local resources, and public health.

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e. Makes recommendations as to size, number, responsibilities, and assignments of military government units.

f. Coordinates and integrates military government plans and activities with the tactical and administrative plans and operations of the command.

g. Makes recommendations and assists G-4 and the chiefs of the technical services in the determination of requirements for the logistical support of civilians.

38. ORDNANCE OFFICER. a. Exercises operational control of all ordnance units not assigned or attached to subordinate commands.

b. Advises the commander and staff on ordnance matters.

c. Determines requirements for an procures, stores, distributes, issues, and documents ordnance supplies.

d. Makes recommendations for procurement and employment of ordnance troops and their allotment to subordinate units.

e. Prepares and supervises training programs of ordnance units under his operational control, and exercises technical supervision over ordnance training throughout the command.

f. Plans and supervises ordnance operations, including the following:

(1) Recovery, evacuation, maintenance, and reclamation of ordnance matériel beyond capabilities of using units.

(2) Technical inspections of ordnance matériel and supplies, and of organizational maintenance of such matériel and supplies.

(3) Disposition of unserviceable explosive ordnance matériel.

(4) Examination and processing of captured or abandoned ordnance matériel.

(5) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy ordnance activities.

39. PROVOST MARSHAL. a. Advises the commander and staff on military police matters.

b. Exercises operational control of military police units not assigned or attached to subordinate units.

c. Coordinates the activities of military police in subordinate units.

d. Collects, guards, works, and evacuates prisoners of war; recommends locations for collecting points and enclosures.

e. Establishes branch prisoner of war information bureaus at theater headquarters in theaters of operations.

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f. Collects and guards enemy aliens; administers enemy alien internment camps.

g. Enforces military laws, orders, and regulations; maintains order among members of the military forces and, in occupied areas, among civilians.

h. Apprehends and disposes of stragglers, absentees, and deserters; recommends location of straggler lines and methods of control of stragglers.

i. Controls traffic; prepares and posts route markings and traffic control signs for temporary routes or use. (Signs and/or sign materials will be supplied by the Corps of Engineers.)

j. Conducts criminal investigations; supervises crime prevention program.

k. Supervises army confinement facilities, including guard houses and stockades, and rehabilitation and disciplinary training centers in theaters of operations.

l. Advises the command on the prevention of pilferage and the protection of military supplies and equipment from pilferage.

m. In coordination with the military government officer, cooperates with local military government units or with civilian authorities in the preparation of plans for police protection, black-outs, and antisabotage activities.

n. Cooperates with local military government units in controlling the civilian population, including circulation of individuals and mass movement of refugees.

o. Coordinates with the military government officer in the evacuation of refugee and noncombatants to designated collecting points.

40. PSYCHOLOGICAL WARFARE OFFICER. a. Exercises operational control over all tactical propaganda and psychological warfare units or personnel not assigned or attached to subordinate units.

b. Advises the commander and staff on all matters pertaining to psychological warfare and tactical propaganda operations.

c. Prepares and supervises training programs of psychological warfare units under his operational control, and exercises technical supervision over psychological warfare training throughout the command.

d. Plans and supervises psychological warfare and tactical propaganda operations, including the following:

- (1) Preparation of propaganda themes and material in accordance with the policies prescribed by higher headquarters.

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- (2) Dissemination of propaganda material in coordination with appropriate staff officers.
- (3) The collection, evaluation, dissemination, and use of intelligence, in coordination with G-2, for psychological warfare purposes.

41. PUBLIC INFORMATION OFFICER. (Division and corps headquarters only; the public information section is a branch of the office of the chief of information at army and higher headquarters.)

- a. Advises the commander and staff on all aspects of relations with the public.
- b. Prepares the public information portion of standing orders and of operation plans.
- c. Maintains liaison with civilian groups and disseminates information pertaining to the command to local information media in accordance with established command and security policies.
- d. Receives all representatives of information media and assists them in obtaining material relating to the command.
- e. Observes and analyzes trends in public opinion.

42. QUARTERMASTER. a. Exercises operational control of all quartermaster units not assigned or attached to subordinate units.

b. Advises the commander and staff on all matters pertaining to quartermaster services and supplies.

c. Determines requirements for and procures, stores, distributes, issues, and documents quartermaster supplies and equipment.

d. Makes recommendations for procurement and employment of quartermaster troops and their allotment to subordinate units.

e. Prepares and supervises training programs of quartermaster units under his operational control, and exercises technical supervision over quartermaster training throughout the command.

f. Plans and supervises quartermaster operations, including the following:

- (1) Bakeries, laundries, dry-cleaning plants, mobile fumigation and bath installations, quartermaster maintenance and repair installations, refrigeration installations, sales commissaries, gardens and farms, graves registration and burial service, remount services, animal transportation, war dogs, testing of petroleum products, purchasing and contracting (in the absence of a purchasing officer), personal effects service, labor pool, and quartermaster supply installations.

- (2) Direction and supervision of the food service program.

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- (3) Examination and processing of captured quartermaster supplies and equipment.
- (4) Salvage service for abandoned matériel and supplies of all types except for specified items of other technical services.
- (5) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy quartermaster activities.

43. SIGNAL OFFICER. a. In corps, armies, and other similar headquarters, the signal officer exercises operational control of all signal units not assigned or attached to subordinate commands. The division signal officer commands for operations and training all assigned or attached signal corps units.

b. Advises the commander and staff on signal matters, including location of command posts or headquarters.

c. Determines requirements for and procures, stores, distributes, issues, and documents signal supplies.

d. Makes recommendations for procurement and employment of signal troops and their allotment to subordinate units.

e. Prepares and supervises training programs of signal units under his operational control, and exercises technical supervision over signal training throughout the command.

f. Plans and supervises signal operations, including the following:

- (1) Installation, operation, and maintenance of the signal system.
- (2) Pigeon and photographic services of the unit.
- (3) Operation of signal maintenance and repair facilities.
- (4) Examination and processing of captured signal supplies.
- (5) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy signal activities.
- (6) Technical inspection of signal equipment and organizational maintenance of such equipment.

44. SPECIAL SERVICES OFFICER. a. Advises the commander and staff on all phases of special services activities, including recreation, exchange, and motion pictures.

b. Exercises staff supervision over all recreational activities to include entertainment programs, library service, service clubs and hobby shops, sports activities, and, when directed, the establishment and operation of rest camps.

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c. Exercises staff supervision over all exchange activities, including the establishment, operation and management, and liquidation of all exchanges.

d. Exercises staff supervision over all motion picture operations.

e. Advises the commander and staff on assignments, transfers, and utilization of special services units and personnel.

f. Coordinates the activities of the American Red Cross, United Service Organizations, and other nonmilitary recreational agencies.

g. Coordinates with the local community all arrangements for use of recreational activities in the area.

h. Coordinates and supervises the establishment of essential warehouses and supply depots to meet the needs of special services requirements.

i. Prepares policy directives pertaining to the operation of all special services activities.

45. SURGEON. a. Exercises operational control of all medical units not assigned or attached to subordinate commands.

b. Advises the commander and staff on matters pertaining to the medical and veterinary services of the command and occupied territory.

c. Determines requirements for and procures, stores, distributes, issues, and documents medical, dental, and veterinary supplies.

d. Makes recommendations for procurement and employment of medical troops and their allotment to subordinate units.

e. Prepares and supervises training programs of the medical units under his operational control, and exercises technical supervision over medical training throughout the command, including sanitation, first aid, and hygiene for all troops.

f. Plans and supervises operation of the medical service, including the following:

- (1) The system of evacuation and hospitalization.
- (2) Preventive medicine within the command and in occupied territory.
- (3) Professional medical service in subordinate units.
- (4) Veterinary food inspection service and animal veterinary service of the command and occupied territory.
- (5) Preparation of reports on, and custody of, the records of sick and wounded.
- (6) Medical maintenance and repair facilities.

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- (7) Examination and processing of captured medical supplies and necessary inspection service for captured animals and food supplies.
- (8) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy medical activities.

46. TRANSPORTATION OFFICER. a. Exercises operational control of all transportation units not assigned or attached to subordinate commands.

b. Advises the commander and staff on transportation matters.

c. Determines requirements for and procures, stores, distributes, issues, and documents transportation supplies.

d. Makes recommendations for procurement and employment of transportation troops and their allotment to subordinate units.

e. Prepares and supervises training programs of transportation units under his operational control, and exercises technical supervision over transportation training throughout the command.

f. Recommends main supply lines and assists in location of all supply and service installations within the command.

g. Plans and supervises transportation operations, including the following:

- (1) Establishment and operation of the transportation service of the command.
- (2) Preparation of movement plans for troops and supplies by all means of transport.
- (3) Movement planning and traffic regulation within the command.
- (4) Coordination of air transport service with other means of transportation, including enforcement of priorities of cargo carried.
- (5) Arrangements with agencies outside the command for the transportation of men, animals, and supplies.
- (6) Operation of necessary civilian transportation in coordination with the military government officer.
- (7) Examination and processing of captured transportation supplies and equipment.
- (8) Collection, evaluation, and dissemination, in coordination with G-2, of information concerning enemy transportation activities.

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CHAPTER 4

STAFF ACTION

Section I. GENERAL

47. DEFINITIONS. *a. Estimate of the situation.* The estimate of the situation is a logical and orderly examination of all of the factors affecting the accomplishment of the mission to determine the most suitable course of action.

b. Commander's concept. The commander's concept is a general expression of the broad course of action he contemplates to accomplish the mission. It usually is projected beyond the immediate situation and often is derived from an early estimate based upon limited information.

c. Decision. The decision is a concise statement of what the commander intends to do to accomplish his mission. It results from the estimate of the situation.

d. Plan. The plan logically follows the decision and is a detailed statement of the course of action to be followed in attaining a desired result; that is, accomplishment of the commander's mission. It is the basis of orders.

e. Directive. The directive is an oral or written military communication in which a policy is established or a specific action is ordered.

48. STAFF FUNCTIONS. The staff assists the commander in the exercise of command by performing the following functions (described in detail in sec. II of this ch.):

a. Providing information required by the commander to plan and conduct operations.

b. Making a continuing estimate of the situation for anticipatory planning.

c. Submitting recommendations for policies, and submitting plans to implement the commander's directives or its own recommendations.

d. Translating the decisions and plans of the commander into orders, and providing for their dissemination to the command.

e. Exercising necessary supervision to insure that the policies, intentions, and orders of the commander are executed properly.

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49. COORDINATION. a. The coordination of the activities of the staff is the primary responsibility of the chief of staff. Coordination in staff action means teamwork between all elements of the staff in the performance of all staff functions. While coordination is the primary responsibility of the chief of staff, greatest success is achieved when all staff officers understand and practice it. Coordination in staff work involves teamwork with the staffs of higher, neighboring, and lower units as well as within the staff of each command.

b. Of primary importance in attaining coordination are the will and desire to cooperate. The staff officer must subordinate himself and the interests of any one staff section to the common good and effectiveness of the staff as a whole. Subordination of the individual and personal characteristics of the staff officer to obtain cooperation and coordination with other members of the staff is essential to effective staff action. The training of the staff must be such that it makes coordination and cooperation habitual.

c. Coordination is developed through understanding, training, and practice. It is essential that staff officers know the responsibilities of all staff sections in the command. They must know the kind of information each section needs and can provide. Knowing these facts, they will realize when a staff problem calls for their consultation with other staff sections and the particular features upon which the consultation is required.

d. Specific methods and procedures for effecting coordination and cooperation are—

- (1) Informal conferences of various members of the general and special staffs conducted by telephone, by visits, and by discussions at mess and on other informal occasions.
- (2) Formal conferences and briefings.
- (3) Prompt dissemination of essential information, decisions, and orders within and between staff sections of the headquarters.
- (4) Properly functioning staff message control.
- (5) Formal routing of staff papers to appropriate sections for comment and correspondence.
- (6) Close contact and exchange of information by each staff section with the corresponding staff section at higher, lower, adjacent, and supporting headquarters.

50. THE STAFF PROCESS. Usually the commander announces his concept of operations, his policies, and his decisions to the chief of staff who, in turn, coordinates the activities of the staff in

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implementing the required action. The commander may announce his concepts, policies, and decisions to the assembled general staff and certain members of the special staff. Both general and special staffs must, however, be prepared to proceed on their own initiative in planning and in matters where the commander's policy is established. Planning for future contingencies must be continuing through the constant consideration of possible future activity subsequent to current operations. The general staff informs the special staff of the plans, policies, and decisions of the commander; secures information, estimates, and recommendations from the special staff; and prepares integrated information, estimates, recommendations, and plans for the commander. Staff officers, both general and special, must keep other members of the staff informed of matters which are of common interest.

51. PHASES OF ACTIVITY. The phases of staff action are based on the commander's concept, the estimate of the situation, the commander's decision, the plan, the order, and the execution of the order. However, the various phases may not always follow this sequence, nor is there a sharp line of demarcation between the phases. At any one period of time, the staff ordinarily is engaged in activities which include two or more of the phases. For example, the staff may be supervising the current operation, preparing orders for a second, and planning for a third. Also, particularly in large-scale operations, the estimate, the decision, the plan, and the order often are completed in a piecemeal fashion. Thus, a part of the decision may be known or anticipated, and portions of the plan concerned with that part may be formulated in complete detail prior to the completion of the estimate upon which other parts of the decision are based. For example, the decision to cross a river usually is made long before the time and the place of the crossing can be determined definitely. Accordingly, much of the plan can be prepared in detail while the time and the place of the crossing are being determined.

Section II. STAFF FUNCTIONING

52. PROVIDING INFORMATION. a. Staff officers receive information from personal observation, from the commander, from other staff officers, and from reports received from subordinate, adjacent, supporting, and higher headquarters. Information must be sought by the staff. The directed efforts of the staff to secure

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information provide the commander with that timely information required to make decisions.

b. The staff presents to the commander that information which he requires in order to keep abreast of the current situation, and to form the basis of intelligent decisions. Information is analyzed and condensed to present only significant facts. The commander must not be burdened with a mass of undigested information. Similarly, a staff officer furnishes other staff officers and units with the information required by them to formulate estimates and plans and for the proper performance of their duties.

c. Special staff officers usually furnish information to the commander through the general staff officer having coordinating responsibility in that particular field of activity. In this manner, the commander is furnished with collated and integrated information which may contain facts and aspects which are unknown to the special staff officer. At times, technical considerations of a particular problem may make it desirable for a special staff officer to present information and recommendations directly to the commander. No general rule can be prescribed as to when special staff officers consult with the general staff, and when with the commander. Whenever special staff officers have direct contact with the commander, they must keep the general staff informed of information given and received, as well as their recommendations to the commander.

53. CONTINUING ESTIMATE OF THE SITUATION. a. Each staff section must be prepared to present a current estimate of the situation whenever required. Coordination among all staff sections is essential to insure that changing conditions are considered in the formulation of the various estimates.

b. To permit the formulation of tentative decisions concerning future operations, the staff at times may be required to present studies or to prepare estimates before extensive information is available. These are based upon facts as known at the time, supplemented by assumptions concerning those factors which cannot be established definitely. Assumptions usually are made concerning the dispositions and capabilities of friendly and enemy forces, as well as to the available resources and the time required to complete a certain course of action. Where estimates are based on assumptions instead of facts, the commander should be so informed. Preliminary studies and estimates frequently are produced to ascertain the feasibility of a particular operation. In any case, these estimates must be sufficiently complete to include

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a determination of the enemy capabilities, the courses of action open to the commander, and a consideration of the effect of the enemy capabilities on each of these courses of action. Likewise, each of the courses of action must be considered in the light of the available administrative support.

c. There is no set rigid timetable for the preparation of the estimate. It is a continuous process under which decisions are developed as new information and considerations are determined.

d. Early and continuous estimates by the various staff officers are essential to anticipatory planning. Only by thinking ahead can all possible contingencies be foreseen and steps taken to establish the proper course of action by the entire command. Neglect of this staff function leads to hastily formed plans with the attendant errors and omissions. The commander requires all pertinent information currently available to permit him to form sound decisions.

54. RECOMMENDATIONS AND PLANS. a. Making recommendations to the commander follows logically from the staff officer's estimate. Such recommendations may deal with policies and plans.

b. Recommendations must be candid, uninfluenced by what the staff officer believes the commander would like to hear. Disadvantages, as well as advantages, must be pointed out in order that the commander may have complete knowledge of the situation before making his decision.

c. General staff officers incorporate in their recommendations the recommendations received from the special staff.

d. After the announcement of the decision, the staff prepares the detailed plans which later will translate the decision into orders to subordinate units. The plan is prepared under the direction of the chief of staff in order to insure coordination and completeness. The integrated plan is presented to the commander by the chief of staff for approval. (The plan is discussed more fully in ch. 7.)

55. PREPARATION AND ISSUANCE OF ORDERS. a. After the plan for the operation is approved by the commander, orders are prepared as follows:

- (1) Each general staff section prepares its portion of the operation or administrative order, as appropriate. Annexes required to amplify the elements of the plan are prepared by the appropriate staff section.

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- (2) The G-3 then composes the integrated operation order, and the G-4 composes the integrated administrative order. These are submitted to the chief of staff or to the commander, as may be directed by the commander, for approval and signature. The orders and accompanying annexes then are issued.

b. Orders and instructions must be issued in sufficient time to permit subordinates to prepare properly their respective plans and to issue orders, and to permit units to make necessary preparations to carry out orders. Orders should be disseminated to the maximum extent consistent with security.

c. When the situation permits, appropriate warning orders are issued as soon as possible after the commander's decision. Fragmentary orders may be issued as supplementary decisions are made or as the elements of the plan are developed.

d. The orders are disseminated to higher, adjacent, supporting, and subordinate units in accordance with a distribution list established by the headquarters. (For further details see par. 60 and ch. 8.)

56. SUPERVISION. The staff must insure receipt of the order by those units and agencies for whom it is intended, make certain that the order is understood, and assist, when necessary, in the execution of the order. It is the duty of the staff to insure that the order is executed as intended by the commander who issued the order, and that modifications and elaborations of orders are initiated properly when circumstances demand. Close supervision is required to provide for the coordinated effort of all arms and services in carrying out the intent of the order. This supervision is performed by the staff acting under policies and directives of the commander. Supervision is effected by visits and reports of staff officers, and by study and analysis of reports, both periodic and special, including statistical reports.

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CHAPTER 5

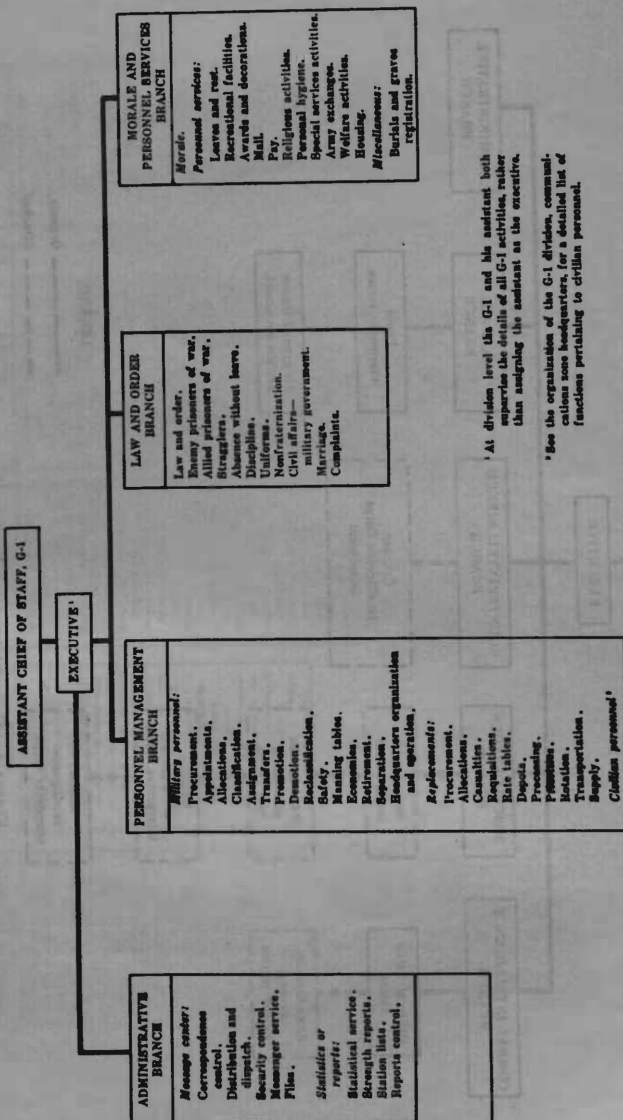
STAFF ORGANIZATION, ADMINISTRATION, PROCEDURES, AND TRAINING

57. ORGANIZATION OF GENERAL STAFF SECTIONS. a. The organization of a general staff section normally is determined by the chief of section, subject to the approval of the chief of staff, and depends upon such factors as the amount of emphasis which must be placed on particular functions, local operating conditions, and the availability of personnel. A staff section at army group or below normally is subdivided into branches and subbranches with a separate subdivision for each major function performed by the section. Because of the large number of staff officers involved and the need for correlation with the corresponding zone of interior agencies, the general staff in communications zone and theater headquarters normally is separated into divisions and further subdivided into groups, sections, branches, and subbranches. Simplicity and flexibility must be considered in order that peak loads may be handled in any particular activity. Personnel should be qualified to perform the duties assigned to two or more subdivisions in order to provide the necessary flexibility needed to augment a particular subsection whose operations suddenly increase in volume.

b. Typical organization of general staff sections of an army headquarters is shown in figures 2 to 5; and, for a communications zone headquarters, in figures 6 to 9.

58. COMMAND POST. a. **Echelonment.** In combat, the headquarters normally is divided into a forward and a rear echelon located as near to each other as circumstances permit. The location of the forward echelon is known as the command post. The forward echelon consists of the commander and those staff agencies required to assist him immediately in tactical operations. All general staff sections normally are included in the forward echelon. A commander frequently places himself forward of the established command post. He may be accompanied by a small staff and a signal detachment. This temporary location is termed an advance command post. In a rapidly moving situation, this advance command post may be separated semipermanently from the remainder of the forward echelon. The rear echelon consists of those staff sections not in the forward echelon. In a division, the rear echelon includes

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* At division level the G-1 and his assistant both supervise the details of all G-1 activities, rather than assigning the assistant as the executive.

* See the organization of the G-1 division, communications zone headquarters, for a detailed list of functions pertaining to civilian personnel.

Figure 2. G-1 section, army headquarters, combat zone.

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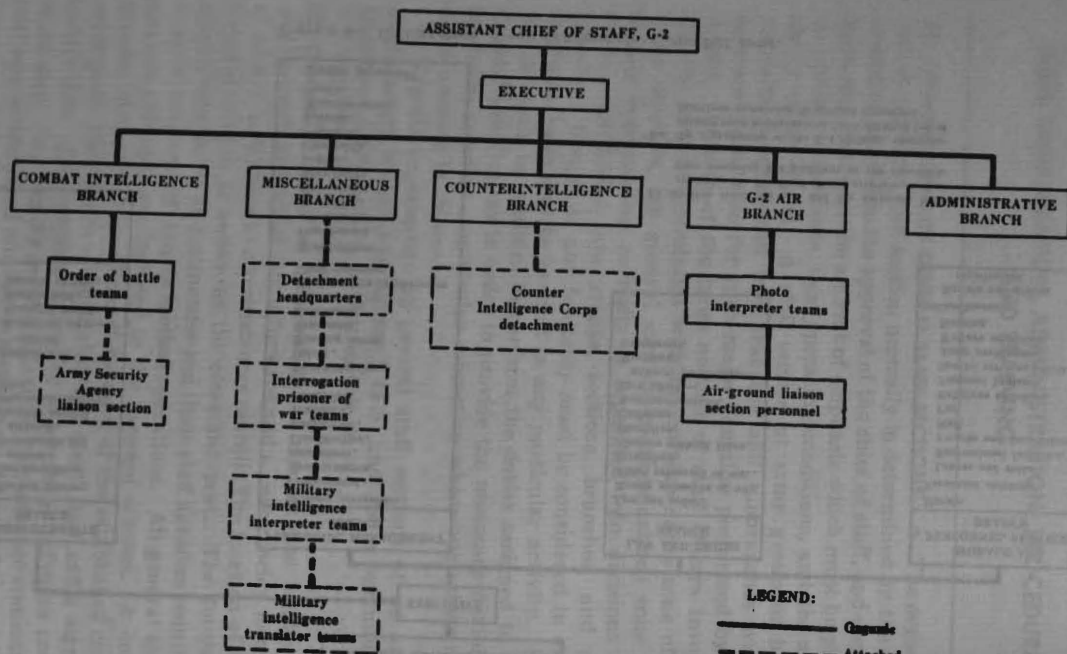


Figure 3. G-2 section, army headquarters, combat zone.

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COMBAT INTELLIGENCE BRANCH	MISCELLANEOUS BRANCH	COUNTERINTELLIGENCE BRANCH	G-3 AIR BRANCH	ADMINISTRATIVE BRANCH
Collect, process, and disseminate combat intelligence. Maintain G-3 situation map, journal, and work sheet. Prepare intelligence plans, estimates, reports, summaries, annexes, and disseminate the parts of these publications to be drawn up by other branches. Maintain enemy order of battle records and files. Coordinate the collection of technical intelligence with staff officers of the technical service. Assign signal intelligence and security mission to Army Security Agency unit. Coordinate with G-3 on intelligence training, troops for reconnaissance missions, and plans. Conduct bridge on enemy situation. Conduct research and planning for future operations. Coordinate clandestine intelligence agencies. Prepare appropriate portions of after-action reports. Coordinate the setting of intelligence objectives. Supervise intelligence Italian satellites. Coordinate the activities of and provide intelligence material for psychological warfare purposes.	Maintain records and files of attached teams. Allocate teams to subordinate units. Coordinate employment of interrogation teams and organize their use at the prisoner of war enclosure. Conduct interrogations of civilians, refugees, and internees. Translate and handle all captured documents. Disseminate information derived from above mentioned sources. Assist combat intelligence branch in securing material for psychological warfare purposes. Prepare appropriate interrogative exdurs and recaps.	Interrogate friendly and enemy civilians. Maintain record of enemy agents and collaborators. Report pertinent information obtained to combat intelligence branch. Recommend counterintelligence policy. Prepare counterintelligence plans and directives. Supervise measures for counterespionage, counterabuse, and counterintelligence activities. Check security of headquarters and documents. Supervise censorship regulations. Coordinate official cover with combat branch. Coordinate consular intelligence training. Assist in preparing G-3 plans for future operations. Coordinate operations of corps counterintelligence teams. Keep record of intelligence fund.	Establish air photo policies and plans. Coordinate map policies and plans with army engineers. Receive and process requests for air reconnaissance and send consolidated request to tactical air force. Disseminate current battle information. Prepare terrain situation studies and assist in the preparation of terrain plans and defense overprints. Monitor reconnaissance intercept and reconnaissance broadcast nets. Supervise photo interpreter teams and their preparation of interpretation reports. Assign areas of responsibility for photo interpreters. Supervise other detachments and coordinate dissemination of weather information. Coordinate with G-3 on selection of targets. Maintain liaison with army staff sections, tactical air force, and corps G-3 Air officers. Maintain liaison with appropriate elements of the tactical air control system for planning and executing joint operations.	Operate section message center. Reproduce and distribute all reports, estimates, summaries, etc. Circulate and disseminate all information and documents from other head-quarters. Prepare all personnel reports for section. Prepare duty rosters. Maintain general files and records. Register, handle, and file top secret documents. Supervise the section's transportation. Request and maintain supplies of office equipment. Supervise section and arrange with headquarters command for its buy-out in new area.

Figure 3. G-2 section, army headquarters, combat zone—continued.

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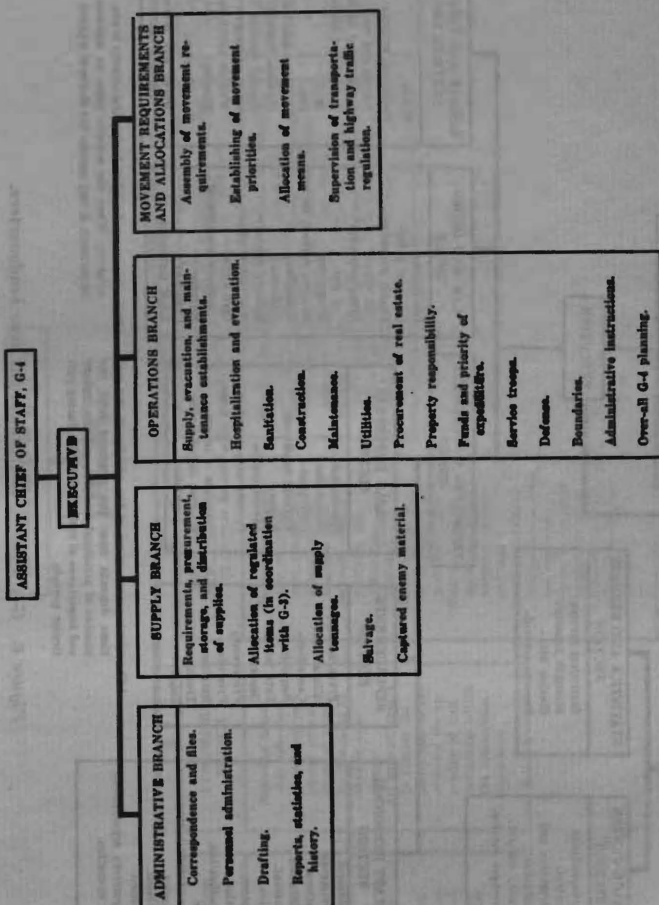
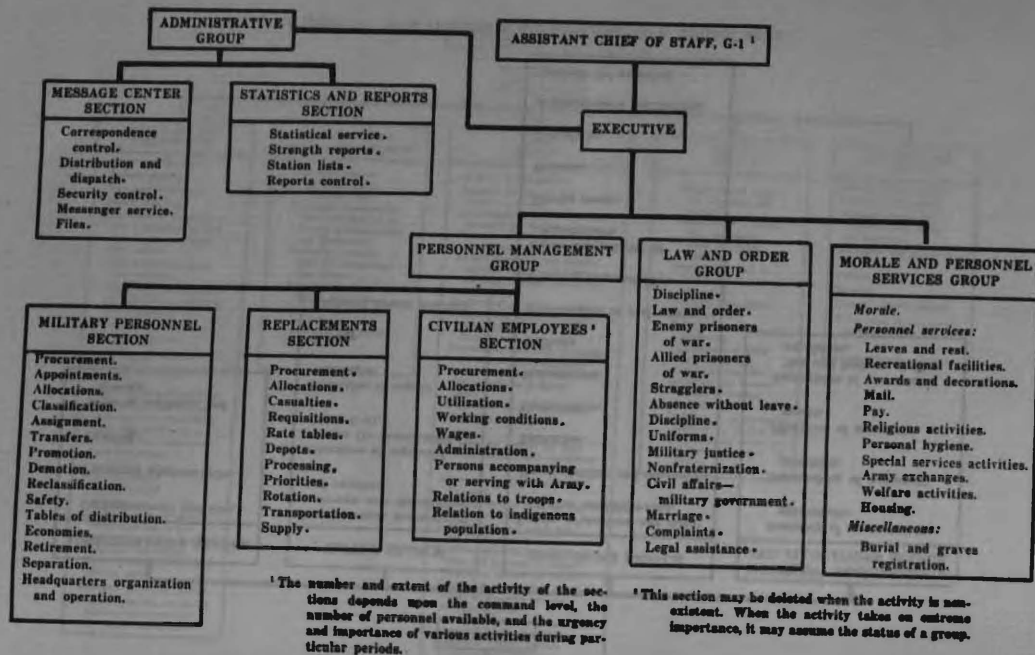


Figure 5. G-4 section, army headquarters, combat zone.

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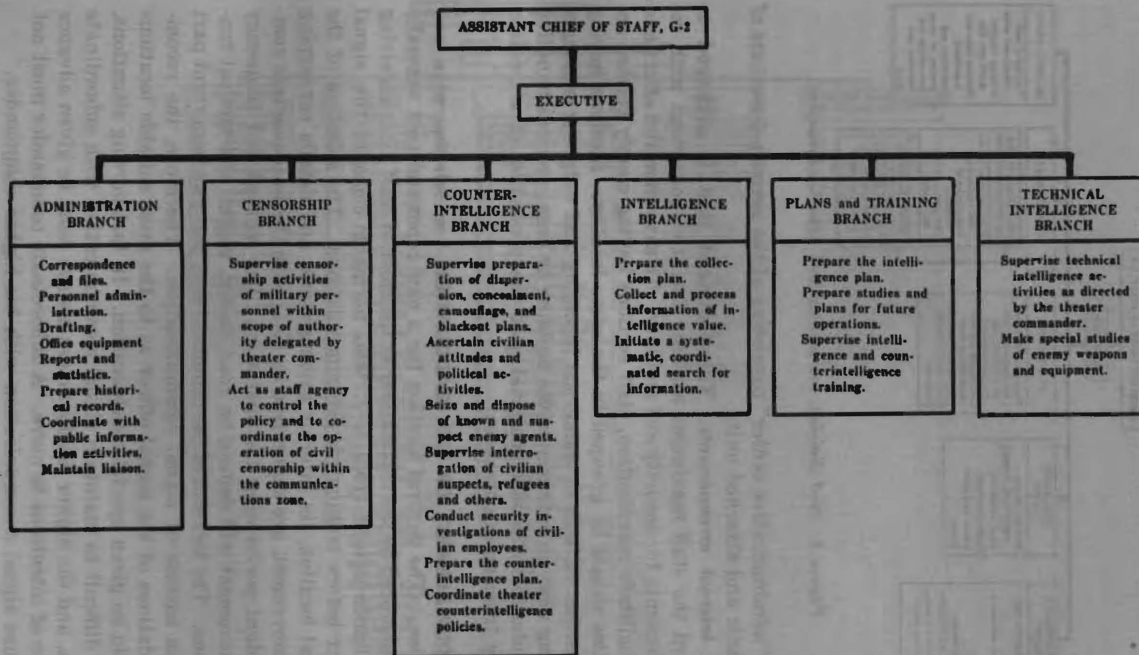
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Figure 6. G-1 division, communications zone headquarters.

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Figure 7. G-2 division, communications zone headquarters.

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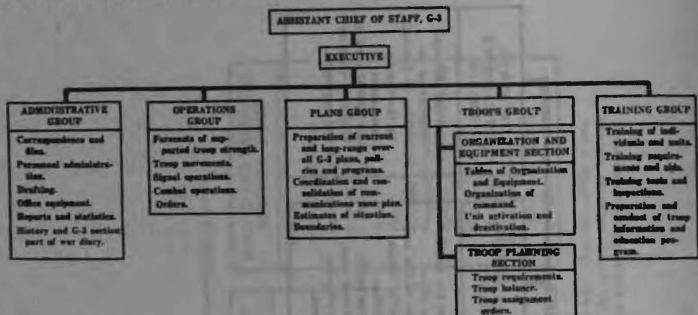


Figure 8. G-3 division, communications zone headquarters.

the "administrative center" consisting of the personnel sections of organic and attached units.

b. Internal arrangements. The command post is arranged to afford the staff maximum working facilities consistent with requirements for security and mobility. To save time and effort and to facilitate coordination, staff sections having closely related activities should be grouped in the same locality. Sections having numerous visitors or numerous incoming and outgoing messages belong near an entrance to the building or area; sections handling considerable classified material need the protection of a location away from main entrances.

59. DISPLACEMENT OF THE HEADQUARTERS. **a. Selection of a new location.** The general location for a new command post normally is announced by the commander or his chief of staff after receiving recommendations from G-3, who normally consults the signal officer before making his recommendations. The selection of the actual location, its interior arrangement, and details concerning the movement, are supervised by G-1, with the headquarters commandant performing the operation. The method and frequency of movement will depend on road, traffic, signal, and tactical conditions. The location of the command post plays an important part in the success of signal communication. Therefore, the recommendations of the signal officer as to the most suitable locations should be given special consideration. In fast-moving situations, it is difficult to maintain signal communication with subordinate units, and the higher headquarters always must be given advance notice of intentions to move. A subordinate commander must not rupture signal communication with his higher commander.

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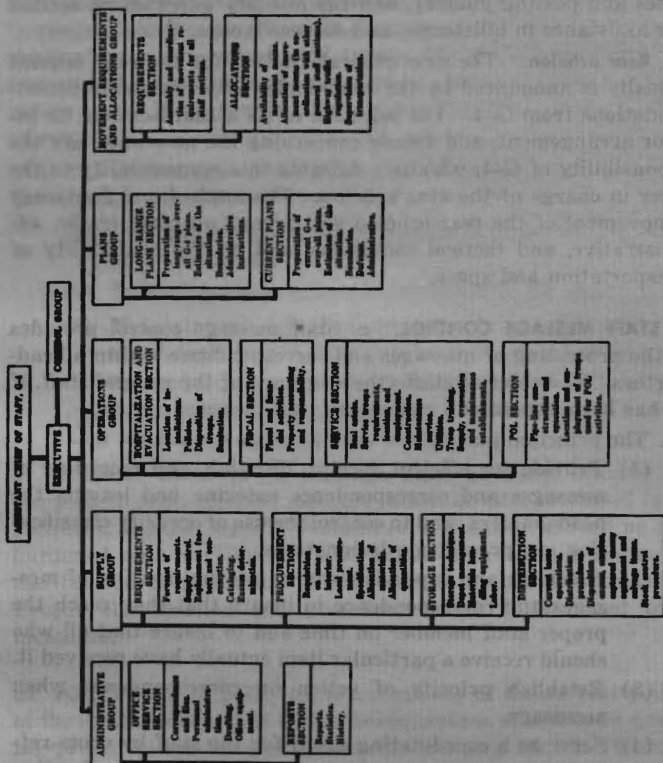


Figure 9. G-4 division, communications zone headquarters.

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b. Advance party. As soon as possible after the new general area for the command post is known, an advance party is dispatched to the new area. This party selects the actual command post site, and allocates space for the staff sections, messes, motor pools, and other facilities. Generally, the advance party will include the headquarters commandant (in charge); representatives from the signal section, the provost marshal section (for marking routes and posting guides), and the military government section (for assistance in billeting); and defense troops.

c. Rear echelon. The new general location for the rear echelon normally is announced by the commander after receiving recommendations from G-4. The selection of its actual location, its interior arrangement, and details concerning the movement are the responsibility of G-1, who may delegate this responsibility to the officer in charge of the rear echelon. The method and frequency of movement of the rear echelon will depend on road, traffic, administrative, and tactical conditions, and on the availability of transportation and space.

60. STAFF MESSAGE CONTROL. **a.** Staff message control provides for the processing of messages and correspondence within a headquarters. The chief of staff (the secretary of the general staff, if one has been appointed) supervises staff message control.

b. The principal purposes of staff message control are to—

- (1) Provide for efficient receipt, dispatch, and recording of messages and correspondence entering and leaving the headquarters; and to control the use of security classification and precedence designations.
- (2) Establish and supervise proper internal routing of messages and correspondence to insure that they reach the proper staff member on time and to insure that all who should receive a particular item actually have received it.
- (3) Establish priority of action on correspondence when necessary.
- (4) Serve as a coordinating agent for the staff by cross-referencing, proper reproduction, and distribution of action and information copies of incoming and outgoing messages and correspondence.
- (5) Establish an effective check control system to insure that appropriate and timely action is taken on all messages and correspondence and that dead-line dates thereon are met.

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c. The communication center is responsible for the receipt and dispatch of all messages except those which are handled person-to-person by telephone or teletype and those which are handled by the Army Postal Service. The communication center delivers the action copy of incoming messages to the staff officer designated by the commander to receive such messages. The communication center does not duplicate incoming messages nor distribute information copies within the headquarters. The communication center is responsible for the dispatch of messages by that signal communication means which will insure the most expeditious and economical arrival in the hands of the addressees. The communication center in performing its mission does not become an office of record.

d. The clerical agency designated by the headquarters, normally the adjutant general, is responsible for—

- (1) Prompt reproduction and routing of copies for action and for information.
- (2) Indicating other messages pertaining to the same subject.
- (3) Maintaining a log of all messages to and from the command, including important telephone or oral messages.
- (4) Maintaining a system for insuring prompt action.
- (5) Coordination of classification.

61. MESSAGE WRITING. A message must be clear, concise, and complete in order that the message cannot be misunderstood by the recipient, and that signal communication channels will not be overburdened with verbiage or with follow-up messages asking for clarification or additional details concerning previous messages. Proper classification and precedence must be assigned to all messages.

62. POLICY FILE. A policy file is a summary of the current policies of the commander and of higher headquarters, and of basic operating principles for the staff section maintaining the file. It covers a variety of activities of interest to a staff section and is based on existing orders, on experience, and on past decisions of the commander. The policies may be in the form of brief notes, plans, studies, directives, or sample orders. They may be kept in a loose-leaf book or filing case, should be tabbed or indexed, and should be kept up to date. The file changes with commanders and conditions.

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63. COMPLETED STAFF ACTION. a. Completed staff action on non-operational problems consists of a study of a problem and the presentation of a solution by a staff officer in such form that all which remains to be done on the part of the head of the staff section, the chief of staff, or the commander, is to indicate his approval or disapproval of the *completed action*. The words "completed action" are emphasized because the more difficult the problem is, the more the tendency is to present the problem to the commander in piecemeal fashion. It is a staff officer's duty to work out the details. He should not request his commander to determine those details, no matter how perplexing they may be. The commander needs answers, not questions. The staff officer should consult with other staff officers who have an interest in the problem and then should study, write, restudy, and rewrite until he has evolved the best proposed action.

b. Writing a memorandum to the commander *does not* constitute completed staff action, but writing a memorandum or letter or order for the commander to sign does. The staff officer's views thus are placed before the commander in finished form so that he can make them his views simply by signing his name.

c. The theory of completed staff action usually results in more work for the staff officer, but it results in more freedom for the commander. In addition, completed staff action protects the commander from half-developed ideas, voluminous memoranda, and immature oral presentations.

d. Completed staff action requires that the result be reduced to succinct, clear statements which give the essential facts, show that all alternative plans have been considered, indicate that the views of other agencies concerned have been considered, and present both the advantages and disadvantages of the recommended action.

e. Completed staff action applies to any staff procedure, written or otherwise, which is submitted to the chief of a staff section, the chief of staff, or the commander; and it includes the necessary "follow-up" by the staff to insure issuance and receipt of necessary orders and compliance with these orders.

64. RECORDS, JOURNALS, WORK SHEETS, AND REPORTS. a. Records.

- (1) A system of staff section records is essential in order to have information available for the commander and staff, for higher and lower headquarters, and for the unit or staff section historical record.

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- (2) The unit adjutant general maintains the office of record for the headquarters. Staff sections temporarily retain copies of documents needed in their current work.

b. Journals. The journal is the official chronological record of events affecting the unit or staff section. The amount of detail recorded in journals will vary with the personnel available in the staff section and the kind of operations being conducted. The minimum detail necessary to fix the time or other facts concerning important events is the ideal. Important incidents are recorded as they occur, such as time of receipt or transmission of important messages, visits of higher commanders and staff officers, and absences from the command post of the commander or section chief. A brief synopsis of written messages or orders should be entered in the journal and the originals filed in the journal file. Oral messages or orders should be entered in full when practicable. The assembled journals of the staff sections should form a complete picture of the operations of the unit for a given period.

c. Work Sheets. A staff section work sheet is an indexed assembly of extracts from current orders, messages, directives, and decisions used in the preparation of estimates, plans, orders, and periodic reports. It may include tentative plans available for rapid revision to fit the situation. In using the work sheet, it is desirable to enter first the serial number of the message (the same as entered in the journal) for reference and the time, the source, and the information pertaining to the indexed subject. One message may provide entries for more than one work sheet page.

d. Reports.

- (1) *General.* A reporting system has for its purpose the timely collection, in an orderly manner, of the information needed for the continued and effective direction of an operation or a series of operations. The kind and scope of the individual reports will vary according to the requirements of the commander or of higher headquarters. The guiding principle is that written reports required from subordinate units should be held to a minimum consistent with adequate staff and headquarters operations. After-action reports by units and staff sections are required by AR 345-105. Staff section journals must be attached to the after-action reports. Reporting policies in general, principles of operation of a reports control system, and detailed definitions of reports are contained in AR 305-15.

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(2) *Classification.* Reports may be classified as periodic or special.

(a) Periodic reports usually are prepared by each staff section at intervals of time prescribed by the next higher headquarters. Each report reflects the present situation of the staff section or unit, the changes that have occurred during the stated period, and conditions beyond the control of the unit, that exist or are anticipated, which will affect adversely the operations of the staff section or unit. These reports contain, in general, those items which would be of special interest to higher headquarters. In small units (such as regiments, battalions, and detachments), a single unit report is prepared instead of one for each staff section. (See app. IV.) Periodic reports may be divided into two categories: short-period routine (statistical) reports, and longer-period narrative (historical) reports.

1. Routine (statistical) reports are submitted regularly at prescribed intervals. They contain information of a purely statistical nature, as directed by the headquarters to which the report is forwarded. Separate reports may be prepared by the several interested staff sections. When practicable, a single consolidated report is employed. This type of report often is abbreviated by the use of coded alphabetical subject titles, and may be transmitted by wire or radio. Such reports will contain items such as casualties sustained during the period, strength at the end of the period, rations on hand, rounds of ammunition expended during the period and on hand at the end of the period, quantity of vehicles short or deadlined, or other similar information.

2. Narrative (historical) reports are prepared and forwarded at regular intervals as prescribed by the headquarters requiring them. These reports will include a recapitulation of statistics since the preceding report, together with comments or recommendations pertaining to those matters of concern either to the headquarters reporting or the one to which the report is submitted. Matters adversely affecting the reporting unit will be included. Reference will be made to any special reports forwarded during the period.

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- (b) Special reports cover unusual conditions or irregular events. They may be called for by higher headquarters or may be initiated by a subordinate headquarters.

65. STAFF STUDIES. **a. General.** In general, staff studies may be used by any officer or committee of officers submitting reports of studies culminating in recommendations. Each staff study is a report on a single subject; if there are two or more subjects, separate studies should be prepared.

b. Procedure. When an officer is given a directive to solve a problem on which recommendations are required, he first collects the necessary information and consults officers or agencies who have special interest in, or knowledge of, the subject. The possible solutions are listed and the advantages of each are discussed.

c. Form. Use of the form for the staff study in appendix IV assists the staff officer in the preparation of his report. The heading is the same as that used for a military letter. The file number is for identification in the staff section or headquarters. The subject is listed as in a military letter. Since staff studies are not published and ordinarily do not go beyond the originating headquarters, the recipient often is understood and need not be shown in the heading. When the recipient must be shown for clarity, the staff study is headed "Memorandum for" In paragraph 1, the problem is stated in the form of a mission. In paragraph 2, any conditions are listed which must be assumed in order to constitute a basis for the study. The nearer these assumptions come to reality the more effective will be the study. In paragraph 3, all facts are enumerated which bear directly on the problem or which clarify the issues concerning the problem. In paragraph 4, factors pertinent to the problem are analyzed and evaluated. This analysis and evaluation consists of a combination of fact and reasoned opinion. It provides a background leading up to the conclusions. The reasoning in paragraph 4 is in fact an estimate of the situation. In paragraph 5 are listed the conclusions drawn from the facts bearing on the problem and from the discussion. Paragraph 6, action recommended, must present a clear, positive course of action which is supported by the conclusions in paragraph 5, and by the discussion in paragraph 4.

d. Completed action. The recipient must be able to complete action on the recommendations when submitted; therefore, the letter, telegrams, or orders required to implement the recommendations must be appended.

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e. **Coordination.** Before a staff study is submitted, it is sent to the officers and agencies concerned, who indicate their concurrences, non-concurrences, or exceptions thereon.

f. **Brevity.** A staff study should be complete on one side of a single sheet of paper. In a complex study, this page is a summary; the detailed information and discussion then are placed in annexes.

66. SITUATION MAPS. A situation map is a graphic presentation of the current situation. When the personnel of the staff sections is adequate, each staff section keeps a situation map posted to date showing the dispositions and activities which concern the section. Data should be posted on the map as soon as received, after which the items should be entered in the journal. When the personnel of the general staff sections is inadequate, or when activity is light, situation maps may be maintained jointly by two or more staff sections. In regiments and smaller units, a combined situation map, kept under the supervision of the unit executive, usually is sufficient.

67. OPERATION MAPS. An operation map (or operation overlay) is a graphic presentation of all or part of an operation order. Such maps are especially useful in showing lines and areas, such as boundaries, zones of action, and objectives.

68. ADMINISTRATIVE MAPS. Administrative and circulation maps (and overlays) normally are prepared and issued with administrative orders to show personnel and logistical installations and traffic circulation plans. If the circulation plan is not too complex, it may be included in the administrative map. Those tactical details affecting the administrative situation also are shown on the administrative map.

69. WAR ROOM. a. The war room is primarily an orientation, briefing, and conference room. In a tactical headquarters, it may also serve as the combined operations room for the commander, G-2, and G-3.

b. The war room normally is the responsibility of the chief of staff. Current information is maintained on situation maps or charts, together with such other pertinent data as may be desired.

c. The purpose of a war room is to provide a single location within the headquarters in which the commander and chief of staff may familiarize themselves with the entire military situation as it pertains to the command. It also provides a location where

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the commander or chief of staff can assemble together staff officers or commanders to provide them with all available information concerning the current situation. Another important use is to provide a centralized location where certain designated liaison officers may secure the latest information on the situation without disturbing the working staff sections.

70. STAFF VISITS AND INSPECTIONS. a. In order to obtain information for the commander as to the situation or condition of the command or to observe the execution of orders or instructions previously issued, staff officers must visit subordinate units. A program of staff visits to major subordinate units is planned by the chief of staff directly, or by the assistant chiefs of staff. Such visits are made in the name of the commander as his duly designated representative. When making a visit, the staff officer conducts himself in such a manner as to promote cordial relations and cooperation between the staff and the troops. He calls on the commander of the unit concerned, informs him of the purpose of the visit, requests such assistance as may be appropriate, and, before leaving, reports to the commander such facts as have been noted. He carefully avoids criticism or interference with the responsibilities of the subordinate commander. If it appears that the superior commander's orders have been misunderstood, he furnishes the subordinate commander or his staff such additional information as is necessary to assist the subordinate commander in comprehending the exact desires of his superior. On his return, he makes a brief report, oral or written, of the results of his observation. This report is circulated to the staff sections concerned, and serves as a means of conveying information on which the appropriate staff officer can take action.

b. Staff officers may assist the commander at inspections. Staff officers' inspections are made as ordered by the commander and may be made by single officers or by teams. The team method frequently is used for technical inspections of equipment. Prior to the inspection, the unit commander should be informed of the nature of the inspection and its purpose. Inspection reports should be factual, clear, and concise.

71. LIAISON. a. **General.** Liaison is the connection between units or other elements established by a representative—usually an officer—of one unit who visits or remains with another unit. Its purpose is to promote cooperation and coordination of effort by personal contact.

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b. **Establishing liaison.** Liaison may be established between supporting and supported units, between adjacent units, from subordinate to higher headquarters, and from higher to subordinate headquarters. Liaison between supporting and supported units, if established, is the function of the supporting unit. Liaison between adjacent units is established upon the initiative of adjacent commanders or upon order from higher authority.

c. **Duties of liaison officers.**

- (1) Prior to his departure to a unit, a liaison officer should ascertain his mission definitely and become familiar with the situation of his own unit and the unit to be visited. He then should obtain proper written credentials, unless obviously unnecessary, and insure that arrangements for signal communication are adequate.
- (2) On arrival at the headquarters to which sent, the liaison officer should report to the commander (or an appropriate staff officer), state his mission, and present the credentials. He then should offer his assistance, if appropriate to do so. He then must familiarize himself with the situation of the unit and make arrangements for securing information required by his mission and for transmitting this information to his own unit.
- (3) During his liaison tour, the liaison officer should keep himself informed of the situation of his own unit and make such information available to the commander and staff of the visited unit. He should make continuous reports on those matters within the scope of his mission, keep appropriate records of those reports, and advise the visited commander of the contents of the reports he sends to his headquarters. If the liaison officer is unable to accomplish his mission, he should make this fact known to his headquarters. The liaison officer must keep in mind that he is responsible for furthering harmonious cooperation between his own headquarters and the one to which sent. To do this, he must accomplish his mission without interfering with the operations of the headquarters to which sent. Upon completion of his mission the liaison officer reports his departure to the visited unit commander (or an appropriate staff officer).
- (4) On return to his own headquarters, the liaison officer will report on his mission and transmit promptly any requests of the commander from whose headquarters he has just returned.

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d. Rotation of liaison officers. A liaison officer must be thoroughly familiar with the situation, plans, and policies of his own command. Therefore, he frequently must visit his own headquarters for briefing. In situations requiring prolonged exchange of liaison officers, it is desirable to rotate individuals on liaison duties.

e. Staff liaison. Liaison duties are not restricted to liaison officers specifically appointed as such, but may be performed on occasion by any staff officer. A staff officer making a staff visit to another headquarters is, in effect, also performing liaison duties.

72. SIGNAL COMMUNICATION. **a. General.** Every commander is responsible that signal communication is established and maintained from his command post to those of subordinate units. Effective signal communication is essential to the exercise of command. Without effective signal communication, a commander and his staff are isolated and become ineffective.

b. Integration and coordination of plans.

(1) *Integration.* Staff plans and the resultant operation orders require supporting signal plans as a coordinated and integrated part thereof. If a plan cannot be supported by sufficiently reliable signal communication to give the degree of control required for the success of the plan, serious consideration should be given to the alteration or abandonment of the plan.

(2) *Staff coordination.* The preparation of adequate signal plans requires early knowledge by the signal officer of the general operation and logistical plans. The completed plan must insure continuous command and staff control.

c. Use of signal communication. In the combat zone, each commander controls the signal communication troops who construct, maintain, and operate his own signal communication. Each commander, however, integrates all signal communication within his unit into a single operating system. In the communications zone, conditions more nearly approach those in the zone of interior, and therefore the communications zone signal officer organizes and operates the signal communication service which provides all long-distance signal communication in the communications zone.

d. Communication security. Maximum signal communication security is obtained by employing every safeguard prescribed by higher headquarters. However, in many operations, there are times when the employment of these safeguards may impede rapid signal communication to such an extent as to jeopardize the suc-

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cess of the mission. Under these conditions, the commander must decide whether a relaxation of signal communication security will facilitate the accomplishment of his mission more than the information offered the enemy could prevent it. A relaxation of signal communication security as prescribed by a commander cannot allow the compromise in any way of a cryptographic system used by any one outside his command, or of the plans of a higher commander. Signal communication security requires an understanding on the part of all commanders and staff officers of instructions governing the use of the various means of signal communication.

e. Circuit allocation. Each commander exercises the function of circuit allocation when the signal communication channels are used on a "common user" basis, that is, when the channels are generally available to all in the headquarters in accordance with priorities established by the commander.

73. STAFF TRAINING. **a. Individual training.** The commander and the chief of staff conduct such individual training of the members of the staff as is necessary to bring them up to the required standards. Such training at times may include short tours of duty for orientation purposes with other staff sections and with various elements of the command.

b. Team training. The chief of staff is charged with the training of the staff as a team. Development of the team will be facilitated by conducting all staff activities, in peacetime and during training, in the manner described in this manual for combat situations. In addition, the chief of staff furthers the training of the staff through the medium of map exercises, command post exercises, and map maneuvers. Some of these should be designed to require continuous operation during a prolonged period to test the adequacy of staff organization and procedures. Proper procedures and principles of staff action established in the training period will insure smooth and efficient operation in the stresses of combat. All staff training must emphasize coordination.

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CHAPTER 6

ESTIMATE OF THE SITUATION

Section I. BASIC FORM

74. GENERAL. a. Every military operation should accomplish a particular task. Each mission, assigned or implied, should contribute to the successful accomplishment of the task. The mission requires a positive course of action of the commander. The proper course of action is the result of a sound decision. The sound decision is the result of an estimate of the situation.

b. The estimate of the situation is a logical and orderly examination of all of the factors affecting the accomplishment of the mission to determine the most suitable course of action. The basic form is arranged to insure the investigation of all pertinent factors to arrive at a course of action which will accomplish the mission.

c. If more than one course of action appears feasible and will permit the accomplishment of the mission, that one is chosen which most favors future action.

75. FORM FOR THE ESTIMATE OF THE SITUATION.

1. **MISSION.** A statement of the task and its purpose. If the mission is multiple, determine priorities. If there are intermediate tasks, prescribed or deduced, necessary to the accomplishment of the mission, such tasks should be listed in this paragraph.

2. THE SITUATION AND COURSES OF ACTION.

a. *Considerations affecting the possible courses of action.* Determine and analyze those factors of the situation which will influence your choice of a course of action as well as those which affect the enemy capabilities. Consider such of the following and other factors as are involved:

- (1) Characteristics of the area of operations, including weather, terrain, hydrography, and routes of communication, as well as politics, economics, and sociology (including manpower, psychology, and public health).
- (2) Relative combat power, including enemy and friendly strength, composition, disposition, status of supply, reinforcements, morale, and training.

b. *Enemy capabilities.* Note all the possible courses of action within the capabilities of the enemy which can affect the accomplishment of your mission.

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- c. Own courses of action.* Note all practicable courses of action open to you which, if successful, will accomplish your mission.
3. **ANALYSIS OF OPPOSING COURSES OF ACTION.** Determine the probable effect of each enemy capability on the success of each of your own courses of action.
 4. **COMPARISON OF OWN COURSES OF ACTION.** Weigh the advantages and disadvantages of each of your courses of action and decide which course of action promises to be the most successful in accomplishing your mission.
 5. **DECISION.** Translate the course of action selected into a concise statement of what the force as a whole is to do, and so much of the elements of *when, where, how, and why* as may be appropriate.

Section II. APPLICATION

76. GENERAL. *a.* The form for the estimate of the situation is applicable to any situation or any echelon of command. It may be used by a tactical or an administrative commander to determine the course of action for the command as a whole. It may be used by a general or special staff officer to determine his recommendations for the course of action to accomplish missions subsidiary to the commander's mission and over which the staff officer has supervision or control. It may be used by any individual to arrive at a decision.

b. The details to be considered under each paragraph will differ with the circumstances, but the sequence remains unchanged.

77. THE ESTIMATE A CONTINUING PROCESS. The formulation of an estimate of the situation is a continuing process for the commander. With each change in the situation, he must revise his estimate and decide either to continue the course of action upon which he is proceeding or to make and announce a new decision. For example, when hostile contact is expected, the initial decision may be merely to continue an advance already begun. As information of the enemy is accumulated, the commander then may be able to decide that he will attack. The method of attack may have to be determined later as the situation develops further. On the other hand, when action is urgent, a commander may have to make his complete decision and issue orders in compliance with his mission, regardless of scanty information or a rapidly changing situation.

78. EXTENT OF THE ESTIMATE. The estimate should be as thorough as the time available will permit. It thus may vary from a short,

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almost instantaneous, mental estimate to a carefully written document requiring hours of preparation and the collaboration of various staff officers. For example, in a large command with ample time, G-2 may be called upon to estimate the enemy situation; G-3, the friendly situation; G-4, a logistical estimate, expressing the influence of the supply and evacuation factors on the contemplated courses of action; and other staff officers may be called upon for estimates relating to their functions. Portions of these estimates, if approved, may be incorporated in the proper places in the commander's estimate. The estimate should be sufficiently complete to include a determination of the enemy capabilities, the courses of action open to the commander, and a consideration of the effect of the enemy capabilities on each of these courses of action, before arriving at a decision.

Section III. TACTICAL COMMANDER'S ESTIMATE

79. GENERAL. The form for the commander's estimate establishes a sequence in which the elements of a tactical situation should be considered. When time permits, the form may be referred to physically and a complete written estimate may be made. When time does not permit, as is usual in smaller units, the form may be used as a mental checklist to insure consideration of all factors prior to arriving at a decision.

80. DISCUSSION. a. **Paragraph 1 (mission).** A commander's mission is derived in one of two ways:

- (1) Set forth in the orders or instructions received from higher authority.
- (2) Deduced by him from his instructions and his knowledge of the situation.

In (1) above, the commander must give careful consideration to the wording of the orders or instructions which he has received to be certain that he clearly understands the intent of his superior. In (2) above, he must be certain that the mission he deduces will contribute to the accomplishment of the mission of his superior. The mission is the actuating factor of the estimate. It is a statement of the task and its purpose.

b. **Paragraph 2 (the situation and courses of action).**

- (1) The purpose of this paragraph is to determine—
 - (a) The enemy capabilities.

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- (b) All of the reasonable and practicable courses of action open to the commander which, if successful, will permit the accomplishment of the mission. Enemy capabilities and a commander's own possible courses of action are arrived at by considering the possible effects of the factors of the situation which might favor or hinder his or the enemy's courses of action.
- (2) Factors usually are considered in the order of their importance in the given situation. The consideration of each factor divides itself naturally into—
 - (a) A statement of the facts.
 - (b) A deduction from these facts. The deductions indicate the influence of the facts on the commander's choice of a course of action and on the enemy capabilities. In practice, it generally will be found that not more than two or three own courses of action will require further analysis.
- (3) Following a consideration of all pertinent factors in the situation, the enemy capabilities are enumerated for further analysis in connection with the commander's own courses of action. When warranted, the relative order of probability of adoption of the indicated enemy capabilities is noted.
- (4) The final step in this paragraph is the enumeration of such of the commander's own courses of action as are to be carried forward for analysis and comparison in the light of enemy capabilities. Only those courses of action are retained for further consideration which, if successful, will accomplish or facilitate the accomplishment of the mission.
- (5) Checklists of items to be considered under this paragraph and compiled for the appropriate planning echelons and services are often desirable.

c. Paragraph 3 (analysis of opposing courses of action). In this paragraph, each of the "own courses of action" remaining for consideration, after the conclusions reached in paragraph 2, is weighed separately in turn against each enemy capability. The results to be expected in each case are visualized. The advantages and disadvantages of each course of action with respect to the enemy's ability to oppose it are determined in this manner.

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d. Paragraph 4 (comparison of own courses of action). In this paragraph, the advantages and disadvantages noted as a result of the analysis made in paragraphs 2 and 3 for each "own course of action" are summarized, and the various courses of action are compared and weighed. That course of action which appears to offer the greatest prospect of success is selected. If several courses of action offer equal prospects of success, that one is chosen which favors future action. The commander formulates his decision accordingly.

e. Paragraph 5 (decision).

- (1) The decision reached as a result of the estimate is expressed in the form of a brief statement clearly setting forth the course of action adopted. This decision is, then, the basis for plans.
- (2) A commander's decision always will indicate what the command as a whole is to do. It also may include so much of the *when, where, how, and why* as may be appropriate and practicable under the circumstances.
 - (a) *What* is a statement of the course of action to be adopted by the command as a whole to accomplish the mission.
 - (b) *Who* usually refers to the unit as a whole. It seldom is stated except when it refers to a subordinate unit.
 - (c) *When* is a statement as to the time the course of action is to be started.
 - (d) *Where* is a statement of the position or area from which, to which, or over which, a course of action will be accomplished.
 - (e) *How* is a statement of the scheme of maneuver of the command as a whole.
 - (f) *Why* is a statement of the reasons for adopting the particular measures. It should be limited to the information necessary to obtain intelligent cooperation from subordinates.

Section IV. ADMINISTRATIVE COMMANDER'S ESTIMATE

81. General. The administrative commander employs the basic form for an estimate of the situation. Modifications may be required to permit examination of all the factors applicable to the administrative support of an operation. Because of the size of

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the unit and the amount of detail to be considered, the administrative commander's estimate of the situation is reduced to writing more often than is the tactical commander's estimate. An administrative commander's estimate usually, though not always, is concerned with matters handled by the logistics section. A large portion of his estimate then may be based upon data and reasoning contained in a preliminary logistical estimate. The logistics section should, therefore, take the lead in furnishing data and coordinating with other staff sections in the preparation of preliminary estimates.

82. DISCUSSION. a. Paragraph 1 (mission).

- (1) *General.* The general mission of an administrative commander normally is to support the combat or administrative operations of another commander. The administrative commander always keeps in mind his general mission as set forth in orders or instructions from higher authority or as deduced by him from his instructions and his knowledge of the situation. The general mission is the controlling factor of the estimate.
- (2) *Specific.* Within the scope of his general mission, the administrative commander often will prepare an estimate of the situation to decide upon a course of action with regard to a specific mission. Thus, within the general mission of supporting an army and an air force, an advance section commander of a communications zone might have a specific mission to advance his boundary or to support an increase in strength.

b. Paragraph 2 (the situation and courses of action).

- (1) *Considerations affecting the possible courses of action.*
 - (a) *Operations to be supported.* The administrative commander next considers the nature of the operations to be supported. He particularly reviews current problems of the supported operation pertinent to his specific mission and the impact of the future plans of the supported force on his operations.
 - (b) *Characteristics of the area of operation.* The administrative commander considers the characteristics of the area of operation as they affect his own operations and the operations to be supported.

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(c) *Own situation.* The administrative commander then reviews the outstanding features of his own situation, stressing those features of the personnel, intelligence, operations, and logistics current situations and plans which will influence his conclusions in the specific mission under consideration in the estimate.

(2) *Enemy capabilities.* The administrative commander considers the enemy capabilities.

(3) *Assumptions.* Matters which are assumed, though not known, to be true for the purposes of this estimate.

(4) *Own courses of action.*

(a) The administrative commander then considers the practicable courses of action open to him which, if successful, will accomplish his mission.

(b) The following checklist will serve as a reminder of the various activities to which he gives consideration:

1. *Logistics.* Supply (including responsibility, classification, requirement, procurement, storage, distribution, issue, documentation, and special problems, such as salvage, captured matériel, and surplus supplies); evacuation and hospitalization (including personnel and animals); transportation by water, highway, rail, pipe line, and air (including lines of communications, equipment, operating personnel, traffic control, and movement planning and control); and service (including maintenance, recovery and repair of equipment, construction, utilities, real estate, finance, and miscellaneous service operations other than supply, evacuation, or transportation performed by the technical services).

2. *Operations and training.* Troop availability, troop movements, organization, training, protection, defense, troop information and education, and signal communication.

3. *Intelligence.* Intelligence, counterintelligence, maps, and map supplements.

4. *Personnel.* Replacements, law and order, prisoners of war, burials and graves registration, morale and personnel services, civil affairs-military government, personnel procedures, interior management, civilian employees, records and reports, and miscellaneous operations performed by the administrative services; reestablishment of civil government, refugees

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and displaced persons, proclamations, ordinances and laws, military and civilian courts, selection or removal of public officials, public safety, public health and sanitation, civilian relief, requisition for the custody of private property, public works, and civilian employees.

c. **Paragraph 3 (analysis of opposing courses of action).** Consider the probable effect of each enemy capability given in b(2) above on our own courses of action as set out in b(4) above.

d. **Paragraph 4 (comparison of own courses of action).** In those cases in b(4) above where more than one course of action is considered, a comparison of the advantages and disadvantages of each course of action is made. In addition, it is necessary at this point to analyze each course of action considered to determine its possible effect on other features of the situation. The adoption of one course of action may introduce new or conflicting problems since the requirements for supplies, transportation, service units, installations, and security are closely interrelated.

e. **Paragraph 5 (decision).** The decision reached as a result of the estimate is expressed in the form of a brief statement clearly setting forth the course of action to be adopted. This decision is the basis for plans.

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CHAPTER 7

PLANNING

Section I. GENERAL

83. NECESSITY FOR PLANNING. Adequate, practicable plans are essential to the success of any military undertaking. Proper planning permits the detailed and systematic examination of all factors involved in a projected operation. Plans must be timely and thorough. However, a plan cannot be rigid, incapable of alterations or change. Rather, a practicable plan must be capable of variations to meet changes in the situation. The larger the unit, the greater the necessity for anticipating longer-range future action and preparing plans for such action. Each member of the staff must consider those features of the projected operation which are peculiar to his functions. He also must investigate the effects of those features on the plans of other staff sections and on the accomplishment of the unit mission.

84. PLANNING A CONTINUING PROCESS. a. The necessity of anticipating probable courses of action at some future date demands of the commander and the staff a continuing appraisal of those factors which will be affected by changing conditions. It is essential that preliminary investigation be made to determine the feasibility of various courses of action prior to the need for initiating action. Planning, when delayed to await the assured outcome of a current operation, will be hurried and incomplete. The staff at higher echelons must be planning always for subsequent operations during the conduct of current operations. Such planning frequently will be based upon no more than the expression of an idea that a particular operation may occur. There must be no waiting for an order or directive from higher echelons.

b. In the initial stages of planning, some portions of the plan may be based upon assumptions concerning our own forces and the capabilities of the enemy. As additional information becomes available, changes will be made to accord with the facts. These changes will require corresponding variations in the plan as it is being evolved. The required flexibility must be insured through simplicity of procedures in disseminating information, and coordination among all of the staff sections engaged in the planning. Responsibility for the preparation of the plan generally is assigned

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to the chief of staff or one of his deputies. Continuity of thought and of effort, essential in the preparation of an exact and explicit plan, is provided by this supervision. The final plan must be capable of variations to reflect changes in the friendly or enemy situation as they develop.

85. TIME REQUIRED FOR PLANNING. The time required to plan and begin an operation varies with the size of the unit. A battalion may plan for and start an operation within 3 hours. In this case, the plan may result from a brief estimate of the situation and a decision which is applicable to the immediate future. An army may require 3 months to plan and begin a major operation. An army plan is the result of extensive study of factors which will affect the operation. The amount of detail considered in the preparation of the plan will vary, depending on the size of the troop unit, the experience of the troops, the complexity of the operation, the factors of combined or joint service participation, and the time available for the planning. With experienced troops, much of the detail may be omitted, and dependence placed upon standing operating procedure. Each troop unit involved in the operation must prepare its own plan, based upon the plan of the next higher echelon.

86. CONCURRENT PLANNING. Concurrent planning conserves time and insures the early detection and solution of problems involved in the operation. This does not relieve higher echelons of the responsibility for providing information and instructions to subordinate units at the earliest possible date by means of briefing, orders, and directives. At successive echelons, the plan is elaborated to include details required for that particular echelon. Coordination between senior and subordinate echelons through conferences and visits during the concurrent planning insures that no problems are overlooked and that solutions are determined promptly. The extent to which planning can be concurrent is dependent upon many factors. Among them are the distance between the echelons involved, the time available for planning, and security considerations.

87. SECURITY DURING PLANNING. During long-range planning for future operations, security is a vital consideration. Denial to the enemy of knowledge regarding location and time of the operation and of the means to be employed is important to retaining the elements of initiative and surprise. Means must be provided for

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the control of the area in which the planning is being conducted, the personnel engaged in the planning, and the documents pertaining to the projected operation. Special measures must be established for the handling of the highly classified material concerning the operation. Such measures will include the establishment of a restricted list of personnel who will have access to elements of the plan; special passes and means of identification for those participating in visits between headquarters and between staff sections in a large headquarters; and separate offices of record for the recording and transmittal of pertinent documents and for the distribution of documents as received.

Section H. PROCEDURES IN PLANNING

88. DIRECTIVE. a. The directive for the operation should include the mission, the scheme of maneuver, the means available, limiting considerations, and special instructions. Based upon the information contained in the directive, as received by the successive headquarters, plans are prepared for the conduct of the operation. Each plan then is submitted to the next higher headquarters for approval.

b. Plans may, and should, be formulated without the receipt of a directive from a higher headquarters. Preliminary investigation of changing conditions often suggests that a certain operation may be required. In such cases, under the direction of the chief of staff, the staff should be required to initiate the study of the feasibility of a particular combat operation. Ideally, preliminary plans should be available for the conduct of operations to cover all contingencies. This demands initiative and imagination from the staff and the ability to foresee the probable outcome of operations which, as yet, have not been undertaken.

89. COORDINATION. Coordination in the preparation of plans is insured through the medium of staff conferences, conferences of representatives of the interested headquarters engaged in the planning, and through liaison visits between the units and agencies concerned in the conduct of the operation. At an early stage of the planning, decisions are required as to the form of the completed plan, and the assignment of responsibilities for preparation of essential portions by the various staff sections. These decisions, usually made by the chief of staff, reflect the policies and desires

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of the commander. Conferences between representatives from the appropriate staff sections, units, and agencies are essential.

90. PLANNING TASKS. Analysis of the work to be performed during the planning for an operation will establish both the tasks which must be completed, and the sequence in which those tasks must be performed. The early establishment of a checklist based on this job analysis will insure that problems are solved in logical progression. The periodic review of progress which this checklist provides permits increased coordination of effort. In addition, completed material can be forwarded to lower echelons for planning at those echelons.

91. PLANNING PHASES. a. Based on the analysis of the planning tasks, periods can be established at which certain aspects of the planning must be completed before subsequent development of the plan can occur. Generally, these phases consist of the following:

- (1) Preliminary phase, prior to the receipt of a directive from higher headquarters.
- (2) Initial planning phase, after receipt of the directive and based on the commander's concept. This will determine the feasibility of the operation envisaged in his concept.
- (3) The commander's decision.
- (4) Preparation of the first draft of the operation plan and annexes, and submission for approval.
- (5) Publication of the final approved plan.
- (6) Assistance to lower echelons in the completion and execution of their plans.

b. Division of the planning period into phases facilitates coordination within the headquarters which are engaged in concurrent planning. The phases as established must provide for sufficient time to complete the assigned tasks at each echelon, as well as to insure timely dissemination of information to subordinate echelons.

92. ORGANIZATION FOR PLANNING. For complex operations, it may be desirable to organize separate planning staff sections. Such planning sections will require an augmentation of personnel within the headquarters engaged in planning. Additional facilities may be necessary to provide for complete separation of the planning and operational staffs. Such an organization is exceptional,

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since planning and operational tasks generally must be performed simultaneously. In a major headquarters, prior to the establishment of contact with the enemy, segregation of the planning staff sections is more or less common, for security reasons. Likewise, at lower echelons, planning for special operations may be conducted in a similar manner.

Section III. STAFF PLANNING PROGRAMS AND FORMS

93. PLANNING PROGRAMS. Each staff section should organize its work by means of planning tasks (par. 90) and planning phases (par. 91) to provide for progressive effort. Preparation of a planning program as a portion of the staff section standing operating procedure will insure consideration of all factors for which that section is responsible. Generally, the staff section planning program is based upon a headquarters planning program announced by the chief of staff. Such planning programs are but a means to an end, that is, the detailed investigation of all matters essential to the success of the operation. (For an example of a headquarters planning program, see app. II, example 6.)

94. INTEGRATION OF STAFF PLANS. The detailed plan, as finally published to lower echelons, results from the coordinated activity of all staff sections engaged in the preparation of the plan. The final plan contains all of the elements required to initiate action. Plans, as prepared, will follow the form prescribed by the Joint Chiefs of Staff for the use of all Services (par. 95).

95. OPERATION PLAN FORM, TACTICAL COMMAND.

CLASSIFICATION

Headquarters
Place
Date and time

Operation Plan.....
(serial number or title)

Charts or maps:

Task organization: List here, when appropriate, the task subdivisions or tactical components which will comprise the command, together with the names and ranks of the commanders.

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1. **GENERAL SITUATION.** Such information of the general over-all situation as may be essential for subordinates to understand the current situation.
 - a. *Enemy forces.* Composition, disposition, location, movement, estimated strengths, identifications, and capabilities.
 - b. *Friendly forces.* Pertinent information of own forces other than those listed in the task organization which may have a bearing on the decision of a subordinate.
 - c. *Assumptions.* Assumptions used by the commander as a basis for this plan. Normally applicable only to higher planning echelons.
2. **MISSION.** A statement of the task which is to be accomplished by the commander, and its purpose.
3. **TASKS FOR SUBORDINATE UNITS.** In separate lettered subparagraphs, give the *specific* tasks of each element of the command charged with the execution of tactical duties.
 - x. In subparagraph x, give instructions applicable to two or more units or elements or to the entire command which are necessary for coordination or the general conduct of the operation, the repetition of which in the other subparagraphs of paragraph 3 would be cumbersome. State here the time at which, or conditions under which, this plan is to be placed in effect.
4. **ADMINISTRATIVE AND LOGISTICAL MATTERS.** Broad instructions concerning administration and logistics for the conduct of the operation. Frequently included in an annex or separate document, to which reference should be made.
5. **COMMAND AND SIGNAL MATTERS.** Plan of signal communication (may refer to a standard plan or be contained in an annex), zone time to be used, rendezvous, location of commander, command posts, or headquarters, statement of command relationship, and axis of signal communication, as appropriate.

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Commander

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96. OPERATION PLAN FORM, ADMINISTRATIVE COMMAND.

CLASSIFICATION

Headquarters
Place
Date and time

Operation Plan.....
(serial number or title)

Charts or maps:

Organization. List here, when appropriate, the subordinate commands and the services which will comprise the command, together with the names and ranks of the commanders.

1. GENERAL SITUATION. Such information of the general over-all situation as may be essential to an understanding of the administrative commander's plan.
 - a. *Enemy forces.* Pertinent information regarding composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. *Friendly forces.* Pertinent information on the organization, locations, strength, and plans of supported forces and of other forces, additional to those listed above under "Organization" which may have a bearing on the decisions of a subordinate.
 - c. *Assumptions.* Assumptions used by the commander as a basis for this plan. Normally applicable only to higher planning echelons.
2. MISSION. A statement of the task to be accomplished by the administrative commander and its purpose, including reference to the directives from higher authority and to the administrative commander's general concept of the development and phasing of the operation.
3. TASKS FOR SUBORDINATE UNITS. In separate lettered subparagraphs, give the specific task of each subordinate command. Tasks for the services and for individual service units normally are covered in paragraph 4. For example, a base section commander normally would assign tasks to a subordinate district commander in paragraph 3; he normally would cover tasks of the quartermaster, engineer, and other services in paragraph 4.
 - a. Instructions, applicable to two or more subordinate commands or to the entire command, which are necessary for coordination or the general conduct of the operation, the repetition of which in the other subparagraphs of paragraph 3 would be cumbersome. State here the time at which, or the conditions under which, this plan is to be placed in effect.

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4. ADMINISTRATIVE AND LOGISTICAL MATTERS.

a. *Personnel.* Broad personnel instructions for the conduct of the operation, including plans for the administrative services.

- (1) Strengths, records and reports.
- (2) Replacements.
- (3) Discipline, law and order.
- (4) Prisoners of war.
- (5) Burials and graves registration.
- (6) Morale and personnel services.
- (7) Civil affairs-military government.
- (8) Procedures.
- (9) Interior management.
- (10) Civilian employees.
- (11) Miscellaneous.

b. *Intelligence.* Broad intelligence instructions for the conduct of the operation, including plans for the agencies supervised by the intelligence officer.

- (1) Intelligence.
- (2) Counterintelligence.
- (3) Map and map supplement plan.

c. *Operations.* Broad operations instructions for the conduct of the operation, including plans for the agencies supervised by the operations officer.

- (1) Troop availability.
- (2) Troop movements.
- (3) Organization.
- (4) Training.
- (5) Protection and defense.
- (6) Troop information and education.

d. *Logistics.* Broad logistics instructions for the conduct of the operation, including those for the technical services.

- (1) Supply.
- (2) Evacuation and hospitalization.
- (3) Transportation.
- (4) Service.
- (5) Miscellaneous.

5. **COMMAND AND SIGNAL MATTERS.** Plan of signal communication (may refer to a standard plan or be contained in an annex), zone time to be used, rendezvous, location of commander, command posts, or headquarters, statement of command relationship, and axis of signal communication as appropriate.

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Commander

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CHAPTER 8

COMBAT ORDERS

Section I. GENERAL

97. PLANS AS THE BASIS FOR ORDERS. The operation order is prepared from the final, approved operation plan. The sequence of material is unchanged. It is desirable that the numbering of annexes and appendixes be unchanged, to permit issue of the appendix or annex to both the plan and the order. Changed conditions which have occurred subsequent to the preparation of portions of the plan may necessitate corresponding alterations in the operation order or its accompanying annexes when issued.

98. CLASSES OF ORDERS. Orders are of two general classes, routine and combat.

a. Routine orders include general orders, court-martial orders, special orders, bulletins, circulars, and memoranda.

b. Combat orders are those pertaining to operations and administration in the field. They are classified as letters of instructions, operation orders, and administrative orders. Standing operating procedure carries the same weight as orders and instructions. "Administrative instructions" is a general term applied to orders which are designed to control administration or administrative operations. Administrative orders may be issued as an annex to an operation order.

99. DIRECTIVES. The term "directive" is defined as an oral or written military communication in which a policy is established or a specific action is ordered. It thus is a general term and includes all of the various forms of orders and instructions. It is used most often, however, to indicate broad aims, policies, or strategic plans promulgated by superior commanders at theater or higher commands. In this sense, it is synonymous with the term "letter of instructions."

100. LETTERS OF INSTRUCTIONS. At the beginning of operations and from time to time thereafter, plans and orders of the superior commanders are communicated in the form of letters of instructions. They are issued when the commander's plan or orders do not lend themselves to the form of the five-paragraph operation

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order They may consist of a single paragraph, or several paragraphs dealing with the broader phases of operations. These letters regulate the actions of one or more major units over large areas and for considerable periods of time. They usually are issued by corps and higher commanders.

Section II. OPERATION ORDERS

101. DEFINITION. Operation orders are orders given by a commander setting forth the situation, the mission, his decision and plan of action, and such details as to method of execution as will insure coordinated action by the whole command.

102. TYPES OF ORDERS. The complete operation order is prepared from the final approved operation plan. In five paragraphs, it details the complete information and orders necessary to implement the decision and plan of the commander. (See app. III, example 8.) The complete operation order is written so that each subordinate unit and agency will have a thorough understanding of the part each is to play in the operation. If an overlay is used, that portion of the operation order which is shown graphically on the overlay is not repeated in the written portion of the order (except for the statement of the mission in paragraph 2a of the order). (See pars. 105b(3) (a) and 107.)

a. Warning orders. Warning orders contain advance information so that subordinate units can make preparations to carry out operations to be initiated by later orders.

b. Fragmentary orders. Whenever time permits, the complete order is distributed to all subordinate units so that all may have a complete understanding of the part that each is to play in the operation. In a rapidly moving situation however, there may not be time to publish and distribute a complete order to all subordinate units; in such an instance, fragmentary orders usually are issued. In this method of issue, separate instructions are sent to one or more subordinate elements, prescribing to each element the part that each is to play in the operation or in the phases thereof. They are concise but not at the expense of clarity and omission of essential information. These instructions usually consist of messages and may be only one paragraph in length, but the content follows the same sequence as the complete order. (See app. III, example 17.) Such a message to any one unit may mini-

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mize instructions to other units. For this reason, fragmentary orders are supplemented as soon as possible by additional instructions promulgated by means of conferences, by additional messages, or by the issue of a complete order.

103. PREPARATION. The preparation and issue of an operation order is a responsibility of G-3. G-1, G-2, and G-4 normally submit to G-3 a draft of the details of those paragraphs of the complete order pertaining to them. G-3, after drafting those parts of the order pertaining to him, combines all parts to form the complete operation order. The order, when approved by the commander, is authenticated as indicated in paragraph 105c.

104. FORM. The following form for operation orders has been approved by the Joint Chiefs of Staff for use by the Armed Forces of the United States.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Operation Order.....

Charts or maps:

Task organization: List here, when appropriate, the task subdivisions or tactical components which will comprise the command, together with the names and ranks of the commanders.

1. **GENERAL SITUATION.** Give briefly the general picture so that subordinate commanders will understand the current situation.
 - a. **Enemy forces.** Composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. **Friendly forces.** Pertinent information of own forces other than those listed in the task organization which may have a bearing on the decisions of a subordinate.
2. **MISSION.** A statement of the task which is to be accomplished by the commander, and its purpose.
3. **TASKS FOR SUBORDINATE UNITS.** In separate lettered subparagraphs, assign specific tasks to each element of the command charged with the execution of tactical duties.

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- x. In subparagraph x, give instructions applicable to two or more units or elements or to the entire command which are necessary for coordination or the general conduct of the operation, the repetition of which in the other subparagraphs of paragraph 3 would be cumbersome. If the order is not effective upon receipt, indicate effective time in this subparagraph.
4. **ADMINISTRATIVE AND LOGISTICAL MATTERS.** Instructions to tactical units concerning supply, availability of services, evacuation, and traffic details required for the operation, as applicable. These details frequently are covered in an administrative order, a standing operating procedure, or an annex.
5. **COMMAND AND SIGNAL MATTERS.** Plans of signal communication (may refer to a standard plan or be contained in an annex), zone time to be used, rendezvous, location of commander and command posts, statement of command relationships, and axis of signal communication, as appropriate.

.....
Commander

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105. SEQUENCE. In order to enable the will of the commander to be understood promptly and unmistakably, to insure that all essential instructions are included, and to facilitate reference, a standard sequence for all operation orders is prescribed. This sequence divides the operation order into the following principal parts:

Heading

Body (including task organization, when applicable)

Ending

a. **Heading.** The heading contains the issuing headquarters; the place, date, and hour of issue; the title and number of the order; and the map reference.

(1) The issuing headquarters is the official designation of the command, such as 5th Infantry Division or VI Corps. When secrecy requires, a code name may be used.

(2) Operation orders of a command are numbered successively, for the period of a war. If two or more are issued on the same day, they are given consecutive numbers.

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- (3) The map reference designates the maps required, giving the country, the scale, the name of sheets, and the year of the edition (where necessary) in sufficient detail to identify the exact maps used in the preparation of the order.

b. Body. The body contains the task organization (when one is used) and five numbered paragraphs.

- (1) The task organization is placed in the order as shown in the form in paragraph 104 and in appendix III, example 14, except that task organizations which are unduly lengthy or complicated usually are included as an annex to the order. When the task organization is simple, it is not shown separately but by listing attachments and detachments in the proper subparagraph of paragraph 3 (see (4) (e) below). If the existing task organization is not changed by the order or is changed only very slightly, the statement "no change," or "no change except" is made. (See app. III, example 13.) In the task organization, units in support are shown under headquarters of the major unit which commands them and not under the headquarters which the unit is supporting. Units attached are shown under the headquarters to which they are attached. Missions are not shown in the task organization.
- (2) Paragraph 1 contains such information of the enemy and of friendly troops as subordinates should know in order to cooperate effectively in executing their assigned tasks. It is devoted exclusively to information and contains no part of the plan or instructions of the commander. It usually is divided into two subparagraphs (a and b).
 - (a) Paragraph 1a contains information of the enemy. A distinction should be made between factual information and conjecture. Information contained in paragraph 1a may be supplemented by referring to a published intelligence annex, a periodic intelligence report, or an intelligence estimate; or the paragraph may consist only of such a reference.
 - (b) Paragraph 1b contains information of friendly forces (higher, adjacent, and supporting (not attached) units).

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(3) Paragraph 2 usually is divided into two subparagraphs (a and b).

(a) Paragraph 2a contains a written statement of the mission of the command as a whole, even though it is shown graphically (wholly or in part) on an operation overlay or operation map.

(b) Paragraph 2b contains the details of coordination applicable to the command as a whole; for example, the objective, time of attack, line of departure, and direction of attack. These details may be shown on an operation map or overlay, in which case they need not be written out in paragraph 2b.

(4) Paragraph 3 assigns definite tasks or missions to each element of the command, organic and attached, which is charged with the execution of tactical details for carrying out the mission, as set forth in paragraph 2a.

(a) A separate lettered subparagraph is assigned to each element mentioned above. The first subparagraphs of paragraph 3 are assigned in order (a, b, c, etc.) to the major subordinate elements (except those units in reserve) in numerical or alphabetical sequence (for example, the regiments or combat commands in a division, or divisions in a corps). These major elements are followed by the artillery (field artillery, antiaircraft artillery, guided missiles, in numerical order in each case), then by the remaining elements of the command in alphabetical sequence by arm or service (armored, armored cavalry (includes armored cavalry regiments, reconnaissance companies or any miscellaneous reconnaissance units), chemical, engineer, division troops, division trains, follow-up echelon, and rear echelon). All units designated as in reserve will be shown in the subparagraph next preceding subparagraph 3x, which will be headed *Div (Corps) Res.* This grouping of several units in a single subparagraph does not indicate that the reserve is placed under a single reserve commander unless this has been indicated specifically in the portion of the order reserved for task organization.

(b) The final subparagraph of paragraph 3, always lettered x, contains instructions applicable to two or more elements of the command. Signal instructions, which

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always appear in paragraph 5, do not fall into this category. Essential elements of information are shown under paragraph 3*x* unless an intelligence annex is issued with the order. If, however, the commander wishes to emphasize this information, it may be stated in paragraph 3*x* and repeated in the intelligence annex.

- (c) Instructions contained in the issuing unit's standing operating procedure are not repeated in the order. Similarly, instructions to signal units or normal missions to engineer, quartermaster, ordnance, and like units are not included. Unless these units are given a specific tactical mission, they are not assigned a separate subparagraph. See appendix III, example 8.
- (d) If all of the instructions to a unit are shown on an operation map or overlay, the unit merely is listed after the proper subparagraph letter. This indicates that the assigned mission is shown on the overlay or map, and that the omission of further written instructions is intentional. See appendix III, example 9, paragraphs 3*a* and 3*b*.
- (e) When one unit has been attached to another *prior* to the issuance of the order and remains so attached, the attached unit is not given a separate subparagraph, but is shown under the subparagraph of the unit to which it is attached (see app. III, example 15, par. 3*a*). When task organization is not otherwise shown and when one unit is attached to another by the order itself, the attachment is shown in the subparagraphs of both units (see app. III, example 15, par. 3*a* and *f*). In the same way, a unit attached to a command issuing an operation order always is given a separate subparagraph unless it has been previously attached to another unit of the command (see app. III, example 15, par. 3*e*).
- (f) Even when an annex covering in detail the information pertaining to one arm or service accompanies the order, the appropriate subparagraph of paragraph 3 should contain all information essential to the coordination of the elements of the command. For example, even though a detailed artillery annex is furnished, the artillery portion of paragraph 3 should give as a

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minimum the organization for combat of the artillery. See appendix III, example 15.

- (5) Paragraph 4 contains administrative and logistical instructions. In commands smaller than a division, this paragraph contains all necessary information of instructions pertaining to trains, rations and ammunition distributing points, collecting stations, and other such matters. In divisions and higher units, these instructions usually are so voluminous that they require the issuance of an administrative order. When an administrative order is in effect or is to be issued, paragraph 4 of the operation order may consist of only a reference to the administrative order, together with any special administrative details which affect immediately and directly the tactical missions of subordinate combat units.
- (6) Paragraph 5 contains instructions providing for the operation of signal communication.
 - (a) Paragraph 5a refers to the signal annex, when issued. If none is issued, the subparagraph should contain as a minimum a reference to the index of signal operations instructions which is currently in effect. Any special instructions relating to signal communication, such as instructions on the use of radio or pyrotechnics, or restrictions on the employment of any means of communication, should be placed in this subparagraph.
 - (b) Paragraph 5b shows the location of the command post of the issuing unit, the prescribed locations of the command posts of the subordinate units, the axes of signal communication (these are indicated by successive tentative command post locations), and (when desired) the location of the next higher headquarters.
 - (c) Paragraph 5c shows the location of additional communication centers and march control points.
 - (d) Most of the items in paragraph 5 can be and usually are shown graphically on the operation map or operation overlay; in this case, they need not be written out in paragraph 5.

c. Ending. The ending contains the signature, a list of annexes (if any) the distribution, and the authentication.

- (1) The original is signed by the commander personally, or by the chief of staff or executive in the name of the com-

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mander, using the phrase "BY COMMAND OF
....." Copies of the order are authenticated by
G-3.

- (2) Annexes are listed by number and title as shown in the examples in appendix III. See also sec. IV, this chapter.
- (3) The distribution is essential in order to insure that the order is issued to every officer or unit directly concerned with its execution. The distribution may be listed in detail on the order, or a reference may be made to a standard distribution list (for example, Distribution A) already adopted, which shows in detail the distribution used. Each copy of the order is numbered, and record is kept by G-3 showing the specific copy number or numbers distributed to each officer or unit.
- (4) The authentication consists of the word "Official" and the signature and title of the G-3.

d. Classification. Classification of an operation order will be as prescribed in AR 380-5. See paragraph 119h for the method of classifying orders used for training purposes only.

106 MANNER OF ISSUE. Operation orders may be oral or written. When oral orders are issued, notes are made by the recipient. An oral order may be recorded verbatim by the receiver and a complete copy of the order kept by the staff of the issuing commander. Written orders may be in message or other convenient form. They may be issued direct to subordinate commanders or their representatives, or they may be transmitted by signal communication facilities, by liaison officer, or by special messenger. When orders are transmitted in other than a written manner, they should be followed by a written confirmation as soon as possible.

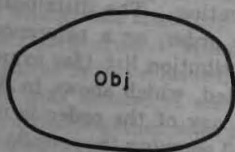
107. OVERLAY ORDERS. **a. Technique of preparation.** The technique of preparing an overlay-type operation order is similar to that employed in preparing an operation overlay to an operation order. In the overlay-type operation order, the complete order is written on the overlay. When an operation overlay is used, the order is written on separate paper and the overlay is attached to the order. (See pars. 105b (3) (a) and (b), (4) (d), (6) (d), and 115b.) For an example of an overlay-type order, see appendix III, examples 14 and 16.

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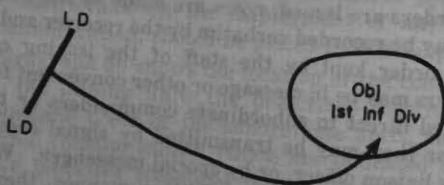
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b. Use of symbols. The military symbols in FM 21-30 are used in preparation of an overlay. In addition, the following symbols and conventions are used:

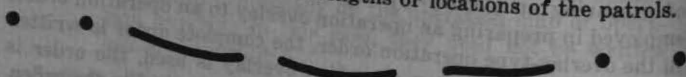
- (1) Objectives may be shown by drawing a solid line, as indicated, around the designated area. If required for clarity, the designation of the unit assigned the objective may be shown.



- (2) Direction of attack may be shown by an arrow extending from the line of departure into the objective in such manner as to indicate the direction from which the objective is to be attacked. The arrow does not necessarily indicate the route to be taken by the unit concerned, but indicates the axis prescribed for the center of mass of the unit.



- (3) Front lines usually are shown as a series of curved lines. Dots indicate patrols. They are colored blue for friendly troops and red for enemy troops. The dots do not indicate actual strengths or locations of the patrols.



- (a) On one-color overlays, friendly troops are shown in solid lines.

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- (b) Enemy troops are shown in double lines on one-color overlays.



- (4) That part of a unit mission which cannot be shown graphically may be shown by indicating with symbols the operations to be conducted, amplifying (if necessary) by adding explanatory words, such as "Protect S flank." For example—



- (5) When an overlay, chart, or overprinted map shows two or more locations of the same unit, command post, or other installation, solid and broken lines will be used as follows to indicate the different locations:

- (a) A solid line will be used to indicate—

1. The present or actual location.
2. Unit objectives.
3. Boundaries between units.

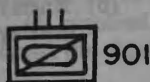
- (b) A broken line will be used to indicate any future or projected location. Exceptions to this rule are—

1. When a future or projected location of a command post is to be indicated, the symbol shown in FM 21-30 will be used.
2. A broken line enclosing an area or a group of logistical installations may be used to indicate the present location of a maintenance area (for example, an army maintenance area).

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- (6) On one-color overprints and overlays, enemy unit symbols will be shown as follows:



- (7) The time of closing of a unit at a location or the time of opening of a command post or other type of installation may be shown to improve clarity.
- (8) Some items which can be and normally are shown graphically on an overlay are boundaries, objectives, lines of departure, direction of attack, limits of reconnaissance, assembly areas, location of units (friendly and enemy), location of command posts, axes of signal communication, routes of march, bomb safety lines, defensive positions, limiting points, and front lines. See also paragraph 119b.

c. Legibility. The overlay should contain only the detail necessary for a clear understanding of the order to prevent the overlay from becoming cluttered with details.

d. Reproduction. The use of standard equipment permits the reproduction of overlay orders in all echelons. At corps and above, it frequently is possible to utilize more efficient methods of reproduction available in engineer topographic units.

Section III. ADMINISTRATIVE ORDERS

108. DEFINITION. An administrative order is a formal statement of a commander, announcing to elements of the command the plan to provide administrative support for operations.

109 TYPES OF ADMINISTRATIVE ORDERS. The administrative order is the end product of administrative planning. In continuing situations, administrative orders normally will be issued in fragmentary form as changes occur in the administrative situation. A complete order, nevertheless, should be issued when a complete change in the administrative situation occurs or when changes to the current order are so numerous as to make the order ineffective. Complete administrative orders also may be prepared as a matter of historical record.

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a. There are two acceptable forms for the administrative order:

- (1) The written order, which may or may not have attachments of overlays or marked maps which illustrate graphically the material contained in the order.
- (2) The overlay-type order, in which all portions of the order which can be indicated graphically are shown on a map or overlay, and the remainder of the order is written in the margin of the map or on the overlay. The written portions follow the same form as the complete written order.

b. Fragmentary orders are issued in the manner best suited to the situation (radio, telephone, facsimile reproductions, written messages, etc.). The content of fragmentary orders should be arranged in the same sequence as in the complete written order. Paragraph and subparagraph headings and titles as are used in the complete written order are *not* used in the fragmentary order, however.

c. Standing operating procedure should be employed to establish routine methods, whenever practicable. See section VI this chapter.

110. PREPARATION. a. The preparation and issuance of administrative orders is a responsibility of G-4. G-1 normally submits to G-4 a draft of the details of those paragraphs of the administrative order which pertain to personnel matters. G-4 prepares those portions of the order pertaining to the logistical support of operations, and combines these parts with those submitted by G-1 to produce the complete order.

b. Instructions contained in administrative orders are based on—

- (1) The commander's decisions and approved plans.
- (2) Plans, instructions, and orders of higher headquarters.

111. FORM. The following form is provided as a guide for the preparation of administrative orders by all commands.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Administrative Order.....

CLASSIFICATION

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CLASSIFICATION

Charts or maps:

(Subparagraphs not pertinent should be omitted.)

1. **SUPPLY.** List installations concerned with the issue and collection of supplies and material, stating opposite each the location, and where applicable, time of opening or closing, operating units, supported units, stocks and levels, and credits. Also (when pertinent) give instructions as to submission of nonroutine reports or temporary changes regarding the submission of routine reports concerning the particular supplies listed; the removal, collection, disposition of, and reports concerning salvage, excess, and captured supplies; and methods or schedules of supply distribution. Use one of the following methods or an appropriate combination thereof to organize its contents:

CLASS OF SUPPLY

(Most appropriate for combat organizations below army level.)

- a. *Class I.*
- b. *Class II.*
- c. *Class III.*
- d. *Class IV.*
- e. *Class V.*
- f. *Maps.*
- g. *Water.*
- h. *Special.*
- i. *Captured matériel.*
- j. *Salvage.*
- k. *Excess.*

BRANCH OF SUPPLY

(Most appropriate for service organizations and combat organizations above corps level.)

- a. *Air Force.*
- b. *Chemical.*
- c. *Engineer.*
- d. *Medical.*
- e. *Ordnance.*
- f. *Quartermaster.*
- g. *Signal.*
- h. *Transportation.*
- i. *Miscellaneous.*

TYPE OF INSTALLATIONS

(Most appropriate for organizations above army level.)

- a. *General depot.*
- b. *Branch depot.*
- c. *Air Force depot.*
- d. *Supply point.*
- e. *Railhead.*
- f. *Truckhead.*
- g. *Dump.*
- h. *Miscellaneous.*

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CLASSIFICATION

2. EVACUATION AND HOSPITALIZATION.

a. Evacuation. List dispensaries, collecting stations, and clearing stations, when indicated, stating opposite each its location, time of opening or closing, operating units, and units supported. State routes, where applicable; means and schedules of evacuation; and responsibilities therefor. State evacuation and treatment policies, when applicable. Cover both personnel and animals.

b. Hospitalization. List hospitals (evacuation, surgical, station, general, field, convalescent), giving for each the location, time of opening or closing, and units supported. Cover both personnel and animals.

3. TRANSPORTATION.

For each pertinent item state terminals and installations (rail stations, airfields, decanting stations, ports, and beaches); operating units; schedules (march tables, time tables, and entraining tables); control measures (main supply route, traffic regulation, circulation plan, restrictions, allocations, priorities, regulating points, and route marking). (Items listed in this paragraph cover the entire transportation field and are not necessarily restricted to Transportation Corps operations.)

a. Ocean.

b. Inland waterway.

c. Coastal.

d. Highway.

e. Rail.

f. Pipe line.

g. Air.

4. SERVICE.

a. Organization. Changes in composition of service groups, trains, and depots, and bivouacs and movement of unit trains. Include assignment or attachment of service units to subordinate units or commands.

b. Technical services. List under each subparagraph pertinent service installations, starting location, operating units, and assignments to supported units. In addition, special missions not covered in other orders may be assigned to service units in these subparagraphs. In some cases, the subject "technical service" may be divided more simply by types (maintenance, construction, utilities, and real estate.)

(1) *Air.* Inspection, maintenance, procurement.

(2) *Chemical.* Decontamination, impregnation, maintenance.

(3) *Engineer.* Construction, fire-fighting, maintenance, procurement, real estate, reproduction, utilities.

(4) *Medical.* Medical, dental, and veterinary service; laboratory service; spectacle service; venereal prophylaxis; special hospitalization; preventive medicine, health, and sanitation.

(5) *Ordnance.* Bomb disposal, inspection, maintenance, procurement, waterproofing.

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- (6) *Quartermaster.* Bakery, bathing and fumigation, labor, laundry, maintenance, personal effects service, procurement, refrigeration, remount service, animal transportation, responsibility for salvage.
 - (7) *Signal.* Signal communication service, construction, photography, maintenance.
 - (8) *Transportation.* Maintenance.
5. **PERSONNEL.** List under each paragraph or specific activity the following, when applicable: The operating installation, service, or depot, with location and hour and date of opening or closing; the units operating the installation; attachment or assignment of operating personnel; the units or areas served; credits allocated to units; unit responsibility for movement or administration of personnel; requisitions or plans concerning personnel activities; references to previous orders, instructions, or standing operating procedure.
- a. *Strengths, records, and reports.* Pertinent instructions, such as time of submission, period covered, form, channels, or reference to subparagraphs below.
 - b. *Replacements.* Requisitions, allocations, processing, movement, shortages (when necessary); location, stockage, and movement of units.
 - c. *Discipline, law and order.* Absence without leave, collection and disposition of stragglers, disciplinary installations, military justice and courts martial, punishments, troop relations with civilians, and uniforms.
 - d. *Prisoners of war.* Collection, safeguarding, processing, evacuation, utilization, treatment, and discipline.
 - e. *Burials and graves registration.* Organization, cemeteries, evacuation, effects, labor.
 - f. *Morale and personnel services.*
 - (1) *Morale.* Status of morale.
 - (2) *Personnel services.* Leaves, rest and recreational facilities, awards and decorations, mail, pay, religious activities, personal hygiene, special services activities, Army exchanges, welfare activities, and standards of housing for personnel.
 - g. *Civil affairs-military government.* Control of and assistance to the civilian population.
 - h. *Procedures.* Classification, assignment, promotion, transfers, reclassification, retirement, separation, training, personnel economies.
 - i. *Interior management.* Movement, internal arrangement, internal organization, and internal operation of the headquarters; and allocation of shelter in the headquarters area for troops and for the headquarters.
 - j. *Civilian employees.* Sources, procurement, utilization, administration, relation to military government, and relation to troops.
 - k. *Miscellaneous.* Administrative matters not specifically assigned to another general staff section.

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6. MISCELLANEOUS. Include those items which cannot be stated properly in paragraphs 1, 2, 3, or 4.
- a. *Boundaries.*
 - b. *Headquarters.*
 - c. *Protection.*
 - d. *Special reports called for.*
 - e. *Other administrative matters.*

.....
Commander

Annexes
Distribution
Authentication

CLASSIFICATION

112. SEQUENCE. a. The sequence, paragraphing, titling, and margins of the administrative order follow the form and examples shown in appendix III.

b. If, in preparing the administrative order, some of the subparagraphs listed in the form are omitted because they are not applicable to a particular situation, the sequence of the remaining subparagraphs is preserved. None of the main paragraph numbers and titles indicated in the form, however, are omitted from the complete written administrative order.

Section IV. ANNEXES TO COMBAT ORDERS

113. GENERAL. a. Annexes may include—

- (1) Material accompanying an order to preserve brevity, clarity, and simplicity within the body of the order.
- (2) Information used to amplify an order when the application of such information is limited or technical.
- (3) The substance contained in an order of a subordinate unit; for example, the division or corps artillery.

b. Even when accompanied by annexes, the combat order should contain within itself all information essential to the effective employment of the elements of the command. It should not be necessary for all staff officers and subordinate commanders to read and digest an entire annex to determine the basic organization and employment of a single arm.

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114. DISTRIBUTION. Annexes are issued to all units or agencies whose actions are affected by information or instructions contained in them. Unless there is some good reason to the contrary, each copy of an order is issued complete with all annexes.

115. FORM. a. Written annexes usually follow the five-paragraph form prescribed for the operation order, except that information already given in the order need not be repeated in an annex. Forms or checklists for most types of annexes are found in appropriate field manuals. Examples of artillery, intelligence, signal, and engineer annexes are given in appendix III.

b. Maps, sketches, or overlays of the following types frequently are used as annexes: situation maps, operation maps, administrative maps, circulation maps. Annexes are separate documents attached to and forming a part of complete orders. When the written portion of an order is placed directly on a map or overlay, the map or overlay is a part of the order and is not an annex.

116. PREPARATION. a. **Annexes.** Annexes are prepared by the appropriate staff officers and submitted to the commander, or to a staff officer designated by him, for approval prior to issue. Annexes are numbered serially with Arabic numbers in the sequence in which they are mentioned in the basic order. The staff section responsible for the preparation of a combat order will assign numbers to the annexes which are to accompany it; for example, Annex 3 (Signal) to Operation Order 6, or Annex 2 (Transportation) to Administrative Order 7.

b. **Appendixes.** Additions which are necessary to amplify an annex are contained in appendixes designated in sequence by letters of the alphabet; for example, Appendix A (Circuit Diagram) to Annex 3 (Signal) to Operation Order 6.

117. SIGNATURE AND AUTHENTICATION. The original of an annex to a combat order is signed by the commander, or by his chief of staff or executive, using the phrase "BY COMMAND OF.....". Copies are authenticated by the general staff officer having primary interest in the field of the annex; thus, G-1 would authenticate copies of a personnel annex to an administrative order, even though the G-4 would authenticate copies of the order itself. Appendixes to an annex are signed and authenticated in the same manner.

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118. REFERENCES TO ANNEXES AND APPENDICES. a. In the body of a combat order, an annex or appendix should be referred to by giving both its number and subject, as: Appendix A (Circuit Diagram) to Annex 3 (Signal).

b. In combat orders, reference to an annex or to an operation map or overlay is made at the place in the order at which it first is desired to direct the reader's attention to the annex. References to annexes are made in paragraphs and subparagraphs wherever needed.

Section V. TECHNIQUE OF PREPARING COMBAT ORDERS

119. GENERAL. The purpose of a uniform technique in the writing of orders is to promote clarity and prevent misunderstanding. General technique to be observed is explained in a-q below.

a. Orders must be clear, concise, and direct. Those giving missions for subordinate units should prescribe only those details or methods of execution necessary to insure that the actions of the subordinate unit concerned will conform to the plan of operations for the force as a whole.

b. An operation map or overlay complements the oral or written order. It promotes clarity, accuracy, and brevity by conveying instructions graphically. It contains instructions providing for coordination. These instructions may include assembly areas, location of command posts, lines of departure, time of attack, directions of attack, boundaries, scheme of maneuver, limiting points, phase lines, objectives, and bomb safety lines. Any other instructions and information which can be shown graphically may be included also.

c. The numerical designation of army group or air command is given in Arabic numerals, as "21st"; that of an army or air force is spelled out in full, as "First"; that of a corps is given in Roman numerals, as "II"; and that of a division, wing, or small unit is given in Arabic numbers, as "3d." (See FM 21-30 for illustrations of military symbols and unit designations.)

d. When the date and hour are undetermined, or are not to be published at the time of issuance of the order in the interest of secrecy, the terms "D-day" and "H-hour" are used, and the selected date and hour are communicated later to those concerned.

e. The date and hour are expressed in a group of six digits. The first two digits indicate the day of the month, the next two digits indicate the hour, and the last two digits indicate minutes

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past the hour. Where the day, hour, or minutes can be expressed by a single digit, they are preceded by a zero; for example, 07 for the seventh day of the month, and 0605 for 5 minutes past six o'clock in the morning. The month and the year follow the six-digit date-time group; thus, 25 minutes past 6 o'clock on the morning of 7 December 1947 is written 070625 Dec. 47, or 070625 December 1947. Terms such as "p.m.," "a.m.," "dawn," "daylight," or "dusk" are not used.

f. Whenever orders apply to units in different time zones, Greenwich civil time or the time zone specified by higher headquarters is used. A letter expressing the time zone follows immediately the last digit of the group. For example, 2025Z indicates 8:25 p.m. Greenwich civil time. For further details, see FM 101-10.

g. Dates include the day, month, and year (6 Aug 46). In stating a night, both dates are included (night 4-5 Aug 46).

h. For training purposes, the actual classification of the order is not entered but is shown at the top and bottom of each page of the order as follows:

CLASSIFICATION

CLASSIFICATION

i. Paragraphs 1 and 2 of an operation order are written in the present tense. In the interests of simplicity and clarity, the affirmative form of expression is used throughout the order. Such wording as "The trains will not accompany the regiment" is defective because the gist of the order depends upon the single word "not." The proper form is "Trains remain in bivouac area." No doubt arises in the affirmative expression.

j. Expressions similar to the following are avoided: "attack vigorously," which not only is meaningless and verbose, but weakens the force of subsequent orders in which the expression does not appear; "holding attack," "secondary attack," and "main attack," which qualify the vigor of the operation; and "try to hold" and "as far as possible," which lessen responsibility.

k. Boundaries delimit zones of action or movement and areas of responsibility. They are designated by easily distinguishable terrain features in the sequence in which they occur on the ground. This sequence is given in the direction of the enemy, except in retrograde movements, when the sequence is given in the direction away from the enemy.

l. When places or features are difficult to find on a map, or when ambiguity may arise with names of similar spelling, they

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are identified by coordinates or by stating locations in relation to some easily distinguishable feature or place on the map.

m. Roads are identified by name or by sequence of points on the road, named in the direction of movement and, when there is no movement, from right to left or rear to front, assuming that the person designating the road is facing the enemy. All other lines are designated in the same manner.

n. Areas are designated by naming, counterclockwise, a suitable number of delimiting points. The first point so named, regardless of whether the area pertains to friendly troops or to the enemy, is one on the right front from the view point of our own troops.

o. Geographical names of definite areas, cities, towns, rivers, mountains, and places which are named specifically on a map are written or printed in capital letters. This minimizes the chance of error and makes the places mentioned stand out prominently in the order. The spelling in the order must be the same as that on the map referred to in the heading of the order.

p. Compass points are used in place of the terms "right" and "left." If the situation indicates the advisability of including the terms "right" and "left," they are placed in parentheses immediately following the appropriate compass point.

q. Unfamiliar abbreviations are avoided in orders. Abbreviations should not be used unless the meaning is unmistakable, and then only if the abbreviation will serve a useful purpose. Authorized abbreviations are given in SR 320-50-1. (See also Appendix V.)

120. AVOIDANCE OF HIGHLY TECHNICAL LANGUAGE. The military profession, like all other professions, has developed a technical vocabulary. This vocabulary is convenient and aids in the clear and rapid transfer of ideas between military persons. The use of this vocabulary in texts and instructions is natural. In combat orders, however, it is essential that there be no opportunity for misunderstanding by any subordinate of the exact intended meaning of each term used. With partially trained troops and staffs, the use of technical military language or unfamiliar abbreviations may cause such misunderstandings. Therefore, the use in combat orders of technical expressions should be avoided if there is any danger of misunderstanding. Words of common understanding should be substituted even at the sacrifice of brevity. Clarity is the first essential.

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Section VI. STANDING OPERATING PROCEDURE

121. GENERAL. A standing operating procedure is a set of instructions giving the methods to be followed by a particular unit for the performance of those features of operations, both tactical and administrative, which the commander desires to make routine. These instructions reduce the number and length of orders that must be issued. They set down the regular procedure that is to be followed in the absence of instruction to the contrary. The purposes of standing operating procedure are—

- a. To simplify the preparation and transmission of orders.
- b. To simplify and perfect training of troops.
- c. To promote understanding and teamwork between the commander, staff, troops, and installations.
- d. In general, to facilitate and expedite operations, both tactical and administrative, and to minimize confusion and errors.

122. SCOPE. a. It is impossible to prescribe standing operating procedure for all units or for all operations. Each unit or installation develops appropriate and effective procedures adapted to operating conditions and conforming to those established by the next higher unit.

b. Standing operating procedure is changed as necessary, material being omitted or added to meet changed conditions or to effect modification in existing practices. It is sufficiently complete to advise new arrivals to the unit or newly attached units of the procedures followed in the command. The amount of detail depends on the state of training. Technical instructions concerning only a limited number of specialists are issued in the form of separate memoranda or as annexes, in each case making appropriate reference in the standing operating procedure.

c. A standing operating procedure is based on the several field manuals, but does not repeat matters specifically set forth in such manuals.

d. The standing operating procedure of a command may be supplemented by staff section standing operating procedures and may include references to them. Further, the standing operating procedure of each command includes a definite statement that standing operating procedures of subordinate units will be based on, and conform to, the standing operating procedure of the issuing command.

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123. FORM. a. Standing operating procedure is published in the form most effective for the command.

b. The form utilized may be that of a single pamphlet containing the entire unit standing operating procedure and arranged in accordance with the example shown in Appendix III. This may be issued conveniently in loose-leaf form so that sections pertaining to specific working groups may be bound together for easy reference. This method also facilitates the issuance of changes by republishing individual pages.

c. An alternate method is to issue separate pamphlets, each pertaining to a separate operation or working group. In this event, there should be a pamphlet which contains general provisions, and makes reference to other pamphlets in the form of an index. Thus, the unit standing operating procedure might consist of such a pamphlet and one of the following combinations:

- (1) Separate pamphlets for personnel, intelligence, operations, training, and logistics, with each pamphlet containing the prescribed procedures for matters which pertain to the respective general staff sections within the command.
- (2) Separate pamphlets covering the prescribed procedures on specific subjects such as supply, administration, evacuation, or any combination thereof. The arrangement in these pamphlets should follow the example in Appendix III when it is applicable.

d. Regardless of which of the above forms is used, the component parts make up the unit standing operating procedure and are published by the authority of the commander.

Section VII. STAFF FUNCTIONS WITH RESPECT TO ORDERS

124. GENERAL STAFF. The general staff is charged directly with the preparation and dissemination of combat orders, and may be called upon to prepare or supervise the preparation of routine orders. While G-3 is held responsible for the preparation and issue of operation orders, he must cooperate with other members of the general and special staff to assure himself that such orders are complete and free from errors. In the same manner, while G-4 is charged directly with the preparation and issue of administrative orders, he also must assure himself that other interested general and special staff sections are consulted as to their con-

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tent. Other staff officers frequently will assist in the preparation of complete paragraphs or parts of an order.

125. SPECIAL STAFF. Certain special staff officers, such as the adjutant general and the judge advocate, have primary responsibility for the preparation and issue of most types of routine orders. Other members of the special staff will assist the general staff in the preparation of combat orders and will be called upon to draft certain paragraphs of, or annexes to, this type of order.

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CHAPTER 9

OTHER TYPES OF STAFFS

126. GENERAL. Staff officers of army units having general staffs will have occasion to work with units having other types of staffs. Several of these types of staffs are described in this chapter.

127. STAFFS OF SMALL UNITS. In staffs of units smaller than the division, distinction is not made between general staff and special staff officers. Staff officers may be charged with duties of both a general and special staff nature. Staff officers may include—

a. Executive officer. The executive officer performs the functions of the chief of staff of the general staff type organization.

b. Adjutant (S-1). The adjutant performs the functions of the personnel officer of the general staff type organization, the functions of the secretary of the general staff, the functions of the commander's personal staff, and the personnel functions of those special staff officers who are not present in the small unit staff, such as the adjutant general, inspector general, judge advocate, provost marshal, public information officer, and special service officer.

c. Intelligence officer (S-2). The intelligence officer performs the functions of the intelligence officer of the general staff type organization.

d. Operations and training officer (S-3). The operations officer performs the functions of the operations officer of a general staff type organization and the operational functions of the chemical officer and the engineer.

e. Supply officer (S-4). The supply officer performs the functions of the logistics officer of the general staff type organization, and the logistics functions of those special staff officers who are not present in the small unit staff, such as the chemical officer, the engineer, the ordnance officer, the quartermaster, the transportation officer, and the provost marshal.

f. Communication officer. The communication officer acts as the signal officer of the command.

g. Motor officer (or maintenance officer). The motor officer advises the commander and staff on motor transportation, supervises the operation and maintenance of all motor transportation in the unit, and the training of motor transportation personnel.

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h. Munitions officer. The munitions officer advises the commander on the status of ammunition and the means for its delivery; requisitions, receives, and distributes ammunition; maintains records; and submits reports on ammunition.

i. Reconnaissance officer. The reconnaissance officer obtains combat intelligence under the guidance of the unit intelligence officer and reconnoiters for new areas, routes, positions, and observation posts.

j. Other staff officers, such as the surgeon and the chaplain, may be members of small unit staffs. Their functions are described in chapter 3.

128. STAFFS OF LARGE UNITS. Army group, theater, and communications zone staffs frequently contain staff officers not present in army and lower staffs. The functions of certain of these officers are—

a. Comptroller. The comptroller is included in the staff of headquarters of army areas, theaters of operations, communications zones, and other major administrative commands. The comptroller assists the chief of staff to improve the business management of the command and advises on all matters concerning effective and economical utilization of funds and civilian and non-T/O&E military personnel. His duties ordinarily will include responsibility for and supervision over activities pertaining to preparation of military and civil budget estimates, plans, and procedures; continuing survey of accounting, auditing cost analysis, and manpower utilization systems of the commands; analysis of the organizational structure, allocation of responsibilities, methods, and procedures in the interest of efficiency and economy; coordination of the collection, analysis, evaluation, and presentation of statistical data and reports; and financial activities of the command.

b. General purchasing agent. The general purchasing agent is charged with staff supervision of the procurement of supplies, facilities, and services by United States forces in foreign countries, including formulation of policies and procedures for local procurement; assistance in developing local sources of supply and production to maximum capacity; prevention of competition between supply agencies (military and civilian); negotiation, in coordination with the military government officer, of agreements with local governments for the procurement of items requiring replacement; screening of requisitions by local governments for direct

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and reverse lend-lease; and maintenance of records of all supplies and services received and furnished by United States forces.

c. Labor officer. The labor officer advises the commander and staff on labor matters; supervises the procurement and employment of labor forces, including civilians and prisoners of war, and may establish a prisoner of war labor service in coordination with the provost marshal, and a civilian labor service in coordination with the military government officer; plans and supervises execution of policies on working conditions, feeding, wages, allowances, and similar matters for civilian and prisoner of war labor.

d. Petroleum, oil, and lubricants officer. When a petroleum, oil, and lubricants officer is designated in a staff, the normal duties of certain other staff officers, such as the engineer, quartermaster, and transportation officer, are modified. The petroleum, oil and lubricants officer advises the commander and staff on matters pertaining to petroleum, oil, and lubricants; determines requirements for, procures, stores, and issues petroleum products, both bulk and packaged; and constructs and operates petroleum, oil, and lubricants installations, including tanker berths, tank farms pipe-line systems, dumps, and refueling points.

e. Replacement officer (on theater army staff). The replacement officer advises the commander and staff on matters relating to replacements and the operation of the theater army replacement system.

129. DIRECTOR STAFF. The director staff is a staff in which the commander's authority has been decentralized to principal staff officers called directors. It may be used by large commands having extensive administrative functions and varied relations with business and industry. It contains a personal staff, a special staff, and the director staff proper.

a. The directors have the coordinating function of general staff officers and, in addition, they command in their respective fields in such measure as their commander may delegate authority to them. They may be empowered to issue orders in their own names.

b. The director staff is organized functionally into divisions to correspond with the major functions of the command. Each division is headed by its director. The divisions may be the same as those of the conventional general staff organization, but, where these are not sufficient or not appropriate, they may be augmented or replaced by others. There may be an administrative, per-

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sonnel, or individual services division combining the functions of several of the administrative services in a general staff type organization. There may be need for a fiscal division, matériel division, supply division, services division, or a security division.

130. AIR FORCE STAFFS. Headquarters United States Air Force, and major air force commands have a modified deputy-type of organization. The organization is designed to provide the maximum decentralization of coordination and supervision, yet retains control by the Chief of Staff. Principal functions are grouped under each of the four deputies: comptroller, personnel, operations, and matériel. Each deputy chief of staff reports directly to the Chief of Staff of the Air Force. The comptroller, in addition, reports to the Office of the Secretary of the Air Force. Comptrollers below Headquarters United States Air Force report only to their respective commanders. Staff agencies are subdivided as required by the number of functions assigned. The special staff no longer exists as a separate entity in Air Force staff organizations. Its functions are included within the subordinate elements of the major staff agencies. In addition to the major staff agencies, certain agencies not in the chain of command report directly to the Chief of Staff. These are the Surgeon General, the Inspector General, the Air Board, the Scientific Advisory Board, the Manpower Group, and the Special Assistant for Reserve Forces. Air Force echelons generally pattern their organization after that of the next higher level of command. Missions assigned these units may require changes from the basic pattern of organization. Commanders adjust duties and responsibilities as required to meet local operating conditions.

131. NAVY STAFFS. Navy staffs are composed of officers assigned to a commander to assist him in the administration and operation of his command. They are organized into such divisions as may be prescribed by the commander concerned, or by higher authority. These divisions conform in nature and name, as practicable and appropriate, to those of the staffs of seniors in the chain of command. Navy staffs vary in size and type, depending on the mission of the command, and the location of that command, whether afloat or ashore. The staffs afloat can be divided into operational and administrative, the latter being employed in a type command where the administration of a great number of ships is necessary. The staffs ashore are mainly administrative in nature. The tabulating below indicates the divisions and main subdivisions

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of the different staff organizations. It shows the average basic staff organization which may be altered somewhat to fit unusual conditions as they occur.

<i>Afloat</i>		<i>Ashore</i>
<i>Administrative</i>	<i>Operational</i>	<i>Administrative</i>
1. Personal staff	1. Personal staff	1. Personal staff
(a) Chief of Staff	(a) Chief of Staff	(a) Chief of Staff
(b) Flag Lieutenant	(b) Flag Lieutenant	(b) Flag Lieutenant
2. Administration	2. Administration	(c) Inspector
(a) Flag Secretary	(a) Flag Secretary	2. Administrative
(b) Public Information	(b) Legal	(a) Flag Secretary
(c) Legal	3. Operations	(b) Legal
3. Operations	(a) Plans	(c) Public Information
4. Plans	(b) Intelligence	3. Operations
(a) Intelligence	(c) Logistics	(a) Intelligence
(b) Logistics	4. Matériel	(b) Security
5. Matériel	5. Communications	(c) Communications
(a) Logistics		4. Personnel
6. Communications		(a) Naval
7. Supply		(b) Reserve
8. Medical		(c) Civilian
9. Welfare		5. Training
		6. Logistics
		7. Matériel
		8. Public Work
		9. Supply
		10. Medical
		11. Welfare

132. JOINT STAFFS. A joint staff is the staff of a commander of a properly constituted force composed of elements of two or more Services and includes members from the several Services comprising the force. These members should be assigned in such a manner as to insure an understanding by the commander of the tactics, techniques, capabilities, needs, and limitations of the component parts of the force. Officers from each Service comprising the force should hold key positions of responsibility in the staff. Methods of staff representation will differ with respect to the designated command structure and the relative size of the components involved. In a unified command, the integrated method is used; in a less inclusive command structure exercising operational control of two or more components, either the integrated method or the increment method will be designated.

a. In the integrated method, joint (or J) staff sections corresponding to either Army general staff sections or the Navy staff

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organization are reasonably balanced as to numbers, experience, and rank of the members among the Services concerned. In each section, it is desirable that the senior officer and his chief assistant be from different components. Special staff sections may be integrated similarly, but usually administration is specialized to such an extent that separate sections are used for each component.

b. In the increment method, the staff normally used by one or the other of the components, usually the one having predominating interest in the operation, is used as the basic staff. This basic staff is augmented by assigning or attaching thereto officers from the other Service components in such numbers and in appropriate positions as to give equitable representation to all Services involved.

133. COMBINED STAFFS. The employment of United States forces and Allied forces under a single commander requires adequate staff representation from each force. Such staffs are called combined staffs. Methods of representation are similar to those for joint staffs given above. Exchange of liaison officers is essential at levels below that of joint or combined staffs when units of different components or nations are employed together.

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APPENDIX I

ESTIMATES

Form 1. Estimate of the Situation.

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Issuing section and headquarters

Place

Date and time

Charts or maps:

1. **MISSION.**—A statement of the task and its purpose. If the mission is multiple, determine priorities. If there are intermediate tasks, prescribed or deduced, necessary to the accomplishment of the mission, such tasks should be listed in this paragraph.
2. **THE SITUATION AND COURSES OF ACTION.**
 - a. Considerations affecting the possible courses of action.—Determine and analyze those factors of the situation which will influence your choice of a course of action as well as those which affect the enemy capabilities. Consider such of the following and other factors as are involved:
 - (1) Characteristics of the area of operations including weather, terrain, hydrography, and communication, as well as politics, economics, and sociology (including manpower, psychology, and public health).
 - (2) Relative combat power including enemy and friendly strength, composition, disposition, status of supply, reinforcements, morale, and training.
 - b. Enemy capabilities.—Note all the possible courses of action within the capabilities of the enemy which can affect the accomplishment of your mission.
 - c. Own courses of action.—Note all practicable courses of action open to you which if successful will accomplish your mission.
3. **ANALYSIS OF OPPOSING COURSES OF ACTION.**—Determine the probable effect of each enemy capability on the success of each of your own courses of action.

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4. COMPARISON OF OWN COURSES OF ACTION.—Weigh the advantages and disadvantages of each of your courses of action and decide which course of action promises to be the most successful in accomplishing your mission.
5. DECISION.—Translate the course of action selected into a concise statement of what the force as a whole is to do, and so much of the elements of when, where, how, and why as may be appropriate.

(signature)

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Example 1. Army Commander's Estimate of the Situation.

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Fifth Army
WASHINGTON (38-65), PA
1 Apr 19__

Maps: STRATEGIC MAP, UNITED STATES, 1:500,000, NEW YORK, WASHINGTON, CLEVELAND, and HUNTINGTON Sheets.

1. **MISSION.**—To secure PITTSBURGH and crossings over the OHIO River within sector and be prep o/a 1 May for farther offensive opn to the NE.

2. **THE SITUATION AND COURSES OF ACTION.**

a. Considerations affecting the possible courses of action.

(1) **Characteristics of the area of opn.**

- (a) **Wea.**—Forecast for the pd 1-15 Apr indicates clear sky with grd fog in valleys in early mornings. Temperatures moderate; aprx 14 hr of daylight.

- (b) **Terrain.**—The terrain in the army area consists of two types which are divided by a line between LOCK HAVEN (46-69) on the N and CUMBERLAND (42-63) on the S. E of this line, or in the army fwd area, the region is known as the APPALACHIAN Valley, and it consists of a series of successive parallel ridges and valleys curving gen toward the NE. The crest lines of the ridges are of nearly uniform height, averaging 2,000 ft in elevation, and are little broken except for narrow water gaps through which the main rivers in the region flow. These gaps also prov passage for the principal axial rail and hwy nets. Secondary rivers flow along the valleys and form barriers to E-W tfc. The soil consists mostly of gravel and stony loams which are excellent for veh trafficability.

The region W of the APPALACHIAN Valley is the APPALACHIAN Plateau. It is much dissected and has

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its highest elevation of 2,500 ft in the SE. The plateau gradually decreases in elevation to the N and W. Soil in this region is mostly sandy and stony loams which also prov good traffic-ability. The main rivers in this region join at PITTSBURG, and they flow S in the N part of the region and N in the S part. Tributaries of these streams cross the plateau in a W dir. The road and rail net in the entire area is adequate to spt large-scale offensive and def opn. The most restricted portion of the road net is in the mountainous wooded region of our fwd area. Here tfo to the E and W is canalized by roads, limited in number, which are constructed through passes and along river valleys.

Critical terrain features include the TUSSEY Mountain range in the fwd area and the LAUREL Mountain range in the rear area. These ranges afford excellent def loc. Obsn is gen good throughout the area, but due to the uniform height of the series of parallel ridges E of the LAUREL Mountain range, obsn is limited to the distance to the next ridge line. Average dis between ridge lines is about 7 mi. Fld of fire W of the LAUREL Mountain range are excellent. E of this range extensive fld of fire gen exist only on the floors of valleys. The slopes of the ridges are covered nearly everywhere by a thick growth of hardwood forest which must be cleared to prov adequate fld of fire on slopes. Natural obstacles include the successive parallel rivers and heavily wooded ridges in the E of the army area. W of the LAUREL Mountain range isolated woods afford fair concealment. Otherwise, concealment and cover are limited to settlements and scattered farm bldg. The wooded ridges to the E of LAUREL Mountain range afford excellent concealment. Good cover is prov by folds in the grd.

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Avenues of approach to the W are canalized by the gaps in the mountains caused by the few E-W rivers. The best avenue of approach to PITTSBURGH is along the PENNSYLVANIA Turnpike and Hwy 30 in the S of our area.

(2) En sit.

- (a) Str.—Fifth Army is opposed by 11 Aggressor inf and 2 armd div, of which 4 inf and 2 armd div appear to be in corps res. Aggressor morale, tng, and combat efficiency are excellent. Aggressor has an estimated opn air str of 150 ftr. Wea permitting, each of these planes can make three sorties daily against our army area.
- (b) Composition.—Aggressor forces opposing Fifth Army are elm of the Aggressor Tenth Army, composed of Aggressor XX, XXI, and XXII Corps, with the normal complement of corps and army spt trp, heavily weighted with arty.
- (c) Disp.—See sit map atch to Fifth Army Intel Est of 1 Apr 19__.
- (d) Recent and present significant activities.—Aggressor Tenth Army cont to atk aggressively to the W. Air recon and IPW rept indicate that Aggressor is prep to reinf his forces now in contact with Fifth Army, and launch a gen counteroffensive in the S of Fifth Army area. Aggressor has gained limited local air superiority over Fifth Army area and cont to prov eff air spt to his grd units.
- (e) Status of sup.—Aggressor sup are adequate to spt large-scale offensive and def opn.
- (f) Reinf.—Six Aggressor inf and four armd div are in assy areas in the READING-ALLENTOWN-BETHLEHEM-EASTON area.

(3) Own sit.

- (a) Disp.—Overlay 1.

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- (b) Str.—There are no marked shortages of pers among Fifth Army units.
 - (c) Tng.—All div are well trained in accordance with peacetime standards; except for indiv with prev war svc, all units lack combat experience.
 - (d) Merale.—Very good in that pers are fighting for their homeland. The physical cond is good. Apprehension is evident since the en has air superiority and atomic warheads have not as yet been employed.
 - (e) Status of sup.—Adequate. There are no marked shortages of sup or equip among Fifth Army units.
- b. Enemy capabilities.
- (1) The en can cont his atk along the army front with 7 div in contact and with an est 6 additional div in corps res.
 - (2) The en can reinf his atk with an est 10 div located near BETHLEHEM, in a coordinated atk within 6 days.
 - (3) Wea permitting, the en AF can atk our fwd area instl with a striking force of 150 ftr. This force can mount a max of 450 ftr sorties daily.
- c. Own courses of action.
- (1) To delay in successive psn.
 - (2) To defend the line PEARRE (44-63)—EVERETT (43-65)—TUSSEY Mountain—HUNTINGTON (44-66)—JULIAN (45-68)—KARTHAUS (44-69).
 - (3) To defend the line CONFLUENCE (40-64)—LAUREL Hill—JOHNSTOWN (42-66)—PUNXSUTAWNEY (42-68).

3. ANALYSIS OF OPPOSING COURSES OF ACTION.

a. To delay in successive positions.

- (1) If the en cont the atk with present forces now in contact he can continue to adv at the rate of aprx 5 mi per day for the next 3 days. At the end of this time more difficult terrain will be encountered. In addition we can reinf with 3 to 5 fresh div. Consequently the en adv can be decelerated considerably.

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- (2) If the en reinf his present force with 10 additional div he will be in a psn to overcome delaying psn due to his preponderance of str. He will also possess the advantage of a possible break-through for which he has the necessary trp to exploit.
- (3) The employment of 150 planes against our area will handicap considerably daylight mvmt to include recon which is vital to a successful delaying action.

b. To defend the TUSSEY Mountain line.

- (1) If the en cont the atk and adv with present forces now in contact he cannot reach this line for at least 6 days. At that time he will find terrain which is more advantageous to the defender. Also we will be able to defend the TUSSEY Mountain line with our full str of 3 corps, consisting of 10 inf and 2 armd div.
- (2) If the en reinf his atk with 6 inf and 4 armd div he can bring to bear on the TUSSEY Mountain def line a total of 17 inf div. Since the armor cannot operate eff in the mountains, the en will probably hold the armor until the inf can make an exit in the N part of our sector. Thus we will initially have 10 inf div against the en 17.
- (3) The 150 planes that the en can employ against our def psn will be a threat. They will hinder the orgn of the def psn and impede the mvmt of res. Any mvmt of units in the daytime, to include sup veh, will be limited.

c. To defend the LAUREL Hill line.

- (1) If the en cont the atk with the forces now in contact he can cont to adv, at a decelerated rate due to the increasingly difficult terrain, to the LAUREL Hill line. In this case, it is est that we would have aprx 20 days to organize the def psn.
- (2) If the en reinf his atk with the 10 div he has available in res, he can bring to bear on the LAUREL Hill def line a total of 17 inf div. Since the armor cannot operate eff in the mountains, he will probably hold the armor until the

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inf can make an exit in the N part of our sector. Thus we will have initially 10 inf div against the en 17. A break-through by the en in the LAUREL Hill sector would be disastrous from our viewpoint.

- (3) The employment of the en 150 planes against this def psn will hinder the orgn of the psn and impede the mvmt of res. Daytime mvmt, to include sup veh, will be limited.

4. COMPARISON OF OWN COURSES OF ACTION.

a. To delay in successive positions.

(1) Advantages.

- (a) Our front-line trp are initially disp for this type of action.
- (b) We will have sufficient time to reinf our trp now in contact.
- (c) Terrain favors such an action.
- (d) This type of action can be fought with economy of force.
- (e) This course of action trades space for time.

(2) Disadvantages.

- (a) Withdrawals must be made under cover of darkness.
- (b) Recon during daylight hr will be limited
- (c) Inherent difficulty of this type of opn.
- (d) The en is in a better psn to effect a break-through and exploit with armor.

b. Defense on line of TUSSEY Mountain.

(1) Advantages.

- (a) A considerable obstacle, RAYSTOWN Br, exists in front of the majority of the psn.
- (b) Routes of comm are excellent.
- (c) Flanks can be rested on a considerable water obstacle.
- (d) This psn gives up less terrain than psn to the rear which would have to be regained in our subsequent offensive.
- (e) Psn can be organized under protection of covering force.

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(2) Disadvantages.

- (a) At the present rate of the en adv a complete def on this line cannot be organized.
- (b) Long mvmt at night are necessary for reinf to arrive at the psn.
- (c) LOFC are long.

g. Defense on line of LAUREL Hill.

(1) Advantages.

- (a) The bulk of our trp are now disposed to occupy this line.
- (b) Routes of comm are excellent.
- (c) LOFC are short.
- (d) Sufficient time is available to organize the psn under protection of the adv covering force.
- (e) Terrain favors the def.
- (f) Water obstacle, CONNEMAUGH River, exists in front of psn.

(2) Disadvantages.

- (a) A break-through by the en would be disastrous to our mis.
- (b) This psn would give up a max of terrain which would have to be regained in the contemplated subsequent offensive.

5. DECISION.—To defend w/o delay the TUSSEY Mountain line with corps abreast in order to secure PITTSBURGH and crossings over the OHIO River.

/s/ Johnson
LTGEN

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Form 2. Personnel Estimate.¹

CLASSIFICATION

Issuing section and headquarters
Place
Date and time

Charts or maps:

1. Mission.—State the mission of the command.
2. THE SITUATION AND COURSES OF ACTION.—Considerations affecting personnel, to include (omit subparagraphs not applicable):
 - a. Tactical situation.
 - (1) Enemy capabilities.—Information from intelligence section. All possible courses of action within capabilities of the enemy likely to affect personnel plans.
 - (2) Own forces.—Information from operations section. Present disposition of major elements. Probable tactical developments.
 - (3) Logistics.—Information from the logistics section. Dispositions affecting personnel plans.
 - (4) Weather and terrain.
 - b. Personnel situation.—Factual data and status of:
 - (1) Strengths, records, and reports.—Pertinent instructions such as time of submission, period covered, form, channels, or reference to subparagraphs below.
 - (2) Replacements.—Shortages, present and anticipated; requisitions; allocations; processing; movement; location, stockage, and movement of units.
 - (3) Discipline, law and order.—Status of discipline; absence without leave, collection and disposition of stragglers, disciplinary installations military police, military justice and courts-martial, punishments, troop relations with civilians, and uniforms.

¹ This form may be used as a basis by G-1 at any headquarters.

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- (4) Prisoners of war.—Rate of capture; collection, safeguarding, processing, evacuation, utilization, treatment, and discipline.
 - (5) Burials and graves registration.—Organization, cemeteries, evacuation, effects, and labor.
 - (6) Morale and personnel services.
 - (a) Morale.—Status of morale.
 - (b) Personnel services.—Leaves, rest and recreational facilities, awards, decorations, mail, pay, religious activities, personal hygiene, special services, activities, Army exchanges, welfare activities, and standards of housing for personnel.
 - (7) Civil affairs—military government.—Control of and assistance to the civilian population.
 - (8) Procedures.—Classification, assignment, promotion, transfers, reclassification, retirement, separation, training, and personnel economies.
 - (9) Interior management.—Movement, internal arrangement, internal organization, and internal operation of the headquarters; allocation of shelter in the headquarters area for troops and for the headquarters.
 - (10) Civilian employees.—Sources, procurement, utilization, administration, relation to military government, and relation to troops.
 - (11) Miscellaneous.—Administrative matters not specifically assigned to another general staff section.
- c. Own courses of action.—List elements of the personnel situation requiring action, together with possible solutions for each.

3. ANALYSIS OF OPPOSING COURSES OF ACTION.—Determine the probable effect of each enemy capability given in paragraph 2a (1) on our own courses of action as set out in paragraph 2c.
4. COMPARISON OF OWN COURSES OF ACTION.—Weigh advantages and disadvantages of each course of action listed

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in paragraph 2c and decide which course of action promises to be most successful in accomplishing the mission.

5. RECOMMENDATION.—Translate the course of action selected into a concise statement for the several personnel activities listed under paragraph 2c, and include so much of the elements of who, when, what, where, how, and why as may be appropriate.

/s/

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Form 3. Intelligence Estimate.

CLASSIFICATION

Issuing section and headquarters

Place

Date and time

Charts or maps:

1. MISSION.—State the task and its purpose.
 - a. If mission is multiple, determine priorities.
 - b. If there are intermediate tasks, such tasks should be listed.
 2. THE SITUATION AND COURSES OF ACTION.
 - a. Considerations affecting the possible enemy courses of action and our mission.—Determine and analyze those factors which will influence choice by the enemy of a course of action as well as those which affect the capabilities of the enemy to act. Consider such of the following and other factors as are involved:
 - (1) Characteristics of the area of operations.
 - (a) Weather (or climatic conditions) (annex, if applicable).
 - (i) Statement of existing situation.
 - (ii) Tactical effects on enemy capabilities to act.
 - (iii) Tactical effects on mission of own command.
 - (b) Terrain (annex, if applicable).
 - (c) Hydrography (annex, if applicable).
 - (d) Politics (annex, if applicable).
 - (e) Economics (annex, if applicable).
 - (f) Sociology (annex, if applicable).
- (Note: Subheadings for the preceding or for any additional factors which are discussed, should be similar to those indicated under Weather.)
- (2) Enemy situation.
 - (a) Strength, including combat efficiency.

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- (b) Composition.
- (c) Dispositions, including fire support.
- (d) Recent and present significant activities (including enemy's knowledge of our situation).
- (e) Status of supply.
- (f) Reinforcements.

b. Enemy capabilities.

- (1) Note all possible courses of action within the capabilities of the enemy which can affect the accomplishment of the mission.
- (2) Discussion and analysis of paragraph 2b(1) to justify (when possible) the selection of relative probability of adoption of enemy capabilities.
- (3) Relative probability of adoption of enemy capabilities.

3. EFFECT OF ENEMY COURSES OF ACTION ON OUR MISSION.

/s/_____

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Example 2. Intelligence Estimate—Corps.

CLASSIFICATION

G-2, II Corps
OLEO 5045, GRAPEN
041200 Jun—

Maps: GRAPEN, 1:200,000, TOVIE-ETT; GRAPEN, 1:50,000,
CERTO-ALBRO.

1. MISSION.—Seize crossings over the NOAR River early 5 Jun and be prep to cont the atk to secure the army brghd line.
2. THE SITUATION AND COURSES OF ACTION.
 - a. Considerations affecting the possible enemy courses of action and our mission.

- (1) Characteristics of the area of opn.

(a) Wea.

- (i) The wea forecast for the pd 050001 to 072400 Jun is as follows: "Gen fair cond are expected throughout the pd of forecast. Skies will be clear at beginning of pd with visibility of 15 mi or more. Scattered cumulus clouds will form over land areas after 1200 daily, dissipating after sunset. Unrestricted visibility may be expected throughout the pd except where smoke of the battle area limits it locally. Wind will be from the W at 8 to 12 knots. Max temperature for period 84°, Min temperature 62°."

Light data

	<u>BMNT</u>	<u>SR</u>	<u>SS</u>	<u>EENT</u>	<u>Moon phase</u>
5 Jun	0202Z	0322Z	1835Z	1955Z	Full moon on
6 Jun	0202Z	0322Z	1836Z	1956Z	3 Jun
7 Jun	0200Z	0321Z	1837Z	1958Z	

- (ii) If the en defends, the wea cond will ensure him continued excellent obsn over the routes of approach to his psn. If the en atk, the fair wea cond will ensure him of good cross-

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country mobility. The wind is favorable for the use of smoke by the en.

- (iii) The wea cond though not ideal, are favorable for our atk. The fair wea will ensure good cross-country mobility for our forces, and will ensure the same river depth in the NOAR River. The wind is favorable for the use of smoke by our forces.

(b) Terrain.—See overlay 2.

- (i) The critical terrain features in our zone are as follows: MONTAL Ridge 5871 to 4980, the low ridge vic CONE 3765 and the high grd at the army brghd line 5490 to 3190. Crossing sites and brg are given on overlay 3. Once across the NOAR River, there are gen three good avenues of approach to the other critical terrain features. These avenues of approach are as follows: the terrain corridor between the GROSS Canal 3070 and the LAGO Swamp 4373, which runs gen along the line 3062—3671—3279—3287; the terrain corridor between the LAGO Swamp and MONTAL Ridge, which runs gen along the line 5068—4780—3988; and the terrain corridor which runs just NE of MONTAL Ridge, along the line 6171—5480—4688. Major obstacles in our zone are the NOAR River, the LAGO Swamp, and the double canal which runs from it to the NOAR at 300603. Cover and concealment are gen good along the high grd but are poor in the flat portions of the area. The dominant obsn in the area is along MONTAL Ridge, the low ridge near CONE, and the high grd along the army brghd line. Fld of fire are gen good in the flat valleys, but are poor on the high grd.
- (ii) The terrain is favorable for a def by the en in his present psn because he holds the dominating terrain in the area which is situated behind an unfordable river. He has excellent obsn and fld of fire covering all approaches to the

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dominating terrain. The terrain is not particularly favorable for an en atk.

- (111) Before our mission can be accomplished, MONTAL Ridge and the low ridge near CONE must be taken because these terrain features dominate all approaches to the high grd along the army brghd line. Once these terrain features are captured the atk should not be difficult until the army brghd line is approached. The seizure of the army brghd line will be particularly difficult because the high grd held by the en completely dominates all approaches to his psn.

(2) En sit.

(a) Str.—II Corps is opposed by elm of the Aggressor 2d and 3d Inf Div which are est to be at aprx 80 percent str in men and equip. It is est that five inf regt of these two div oppose us along the river and in local (div) res. These forces are spt by aprx seven bn of arty. Twentieth Army est that, wea permitting, a max of 100 m bmr and 450 ftr sorties daily are available to the en to spt his grd opn in our army area. This is based on a max available en striking force of 50 m bmr each of which can make two sorties daily and 150 ftr each of which can make three sorties daily.

(b) Composition.—Aggressor forces are organized and equipped in a manner similar to our own forces. The Aggressor 2d and 3d Inf Div are part of Aggressor III Corps.

(c) Disp.—See overlay 1.

(d) Status of sup.—Aggressor III Corps is rept to have adequate sup to conduct both offensive and def opn.

(e) Reinf.—There are large en trp conc in the CERTO 552388 and ALBRO 519379 areas. The en force at ALBRO is est to be an inf div minus one RCT, and that at CERTO to be a RCT.

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b. Enemy capabilities.

(1) Enumeration of en capabilities.

- (a) The en can defend the NOAR River line now with an est five inf regt spt by aprx seven arty bn.
- (b) The en can atk at any time with an est five inf regt spt by aprx seven arty bn.
(Critical areas: 6118, 5766, 5065, 4364, and 3060.)
- (c) The en can reinf capabilities (a) and (b) above with the est inf div (-) at ALBRO and the est RCT at CERTO by 1500 today if mtz and by 0415 tomorrow if on foot.
- (d) Based on Twentieth Army rept that, wea permitting, the en can atk with a max of 100 m bmr and 450 ftr sorties daily within the army area. It is considered that all or part of this effort can be dir against suitable tgt within the corps zone of action. This capability is based on a striking force of 50 m bmr each of which can make two sorties daily, and 150 ftr each of which can make three sorties daily.

(2) Discussion and analysis.

- (a) Capability b (1) (a).—This course of action appears to be the one that the en will most probably adopt because of the existence of the fol indications of def: arty disp in depth rather than well fwd; presence of numerous apers mines; res cen located to the rear to spt the def or to catk; inf deployed on good def terrain; and large-scale entrenching activities including const of pill boxes and wire entanglements, along the river, on the low ridge near CONE, and on MONTAL Ridge.
- (b) Capability b (1) (b).—There are few indications of an impending atk at this time. No brg equip has been located. With the forces presently avail it is doubtful that the en could attain success in large-scale offensive opn. Local atk on a small scale can be expected at any time.
- (c) Capability b (1) (c).—Although there are no in-

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dications at the present time of reinf action by the forces located at ALBRO and CERTO, the en reinf capability can be implemented concurrently with the en atk and def capabilities.

(d) Capability b (1) (d).—The en air capability can be implemented concurrently with his grd capabilities.

(3) Relative probability.—The relative probability of adoption by the en of the capabilities enumerated above is believed to be:

First: (a) concurrently with (c) and (d),

Second: (b) concurrently with (c) and (d).

3. EFFECT OF ENEMY COURSES OF ACTION ON OUR MISSION.—An atk or def with forces presently aval will not seriously affect the accomplishment of our mis. A reinf def by the en in his present psn will have the most adverse effect on our mis. If the en adopts this course of action, the relative str of the en and our forces will be aprx equal, and it is doubtful that our mis could be accomplished with our presently aval forces. A reinf atk by the en just prior to our atk would seriously disrupt our atk, but would only delay the ultimate accomplishment of our mis. En air atk if directed at our crossing sites could seriously hinder the accomplishment of our mis.

/s/ Jones

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Form 4. Logistical Estimate.

CLASSIFICATION

Issuing section and headquarters
Place
Date and time

Charts or maps:

1. MISSION.—Statement of the mission under consideration for the command. Indicate proposed course (or courses) of action.
2. SITUATION AND CONSIDERATIONS.
 - a. Own forces.
 - (1) Present disposition of major elements.
 - (2) Probable developments.
 - b. Enemy.
 - (1) Present disposition of major elements.
 - (2) Major capabilities.—Most disadvantageous to our mission, or most probable of adoption.
 - (3) Minor capabilities.—Sabotage, raids, etc., likely to affect logistical operations.
 - c. Characteristics of the area.
 - (1) Weather.
 - (2) Terrain.
 - (3) Special features.
 - d. Assumptions.
 - e. Strengths to be supported.
 - f. Special factors.
3. LOGISTICAL ANALYSIS.
 - a. Present status of logistical installations.—Location, mission.
 - b. Supply.—Requirements availability, and indication of limiting features.
 - c. Evacuation and hospitalization.—Estimate of casualties; evacuation and hospitalization means and facilities required and available with indication of limiting features; and special implications, such as diseases, likely to affect operations.

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- d. Transportation.--Requirements to include tonnages and means; routes, capacities, and capabilities of means available; and indication of limiting features.
 - e. Service.--Requirements for service (maintenance, construction, etc.) and service units, capability of means available, and indication of limiting features.
 - f. Miscellaneous.--Special organizational or other logistical considerations (indicate requirements, capabilities, and limiting features).
4. EVALUATION.--Indicate the outstanding logistical elements and controlling limiting features (including effects of enemy actions, weather and terrain) in regard to the basic mission and, when pertinent, in connection with each proposed course of action thereunder. Discuss advantages and disadvantages of separate proposed courses of action.
5. CONCLUSIONS.
- a. Indicate whether the mission in paragraph 1 can be logistically supported and the logistical feasibility of each alternate proposed course of action, if any. (Outline reasons if basic mission or any proposal cannot be supported.)
 - b. List the major logistical features which must receive the commander's attention.
 - c. Recommend (when appropriate) which alternate proposed course of action is most feasible logistically.
 - d. Outline unavoidable logistical limitations or deficiencies.

/s/_____

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NOTES

1. When the commander is considering several possible courses of action, a separate estimate may be necessary for each proposal. Much of the data will be ap-

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plicable to all courses of action. In presenting estimates to the chief of staff and the commander, G-4 will usually give only the data in paragraph 5 (conclusions) applicable to each proposal. In addition, considering both the over-all mission of the commander and the logistical implications, he will recommend what he determines the most desirable course of action to pursue.

2. Within the combat zone, the entire estimate will seldom be reduced to written form.

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Example 3. Logistical Estimate—Advance Section.

CLASSIFICATION

G-4 Sec, KADSEC
OKUCHI, KYUSHU
101600 Feb 19__ (D+40)

Map: JAPAN, 1:500,000, KUMAMOTO-OKAYAMA.

1. **MISSION.**—Log spt of Sixteenth and Eighteenth Armies during Phase FOX (D+80) to (D+140).

2. SITUATION AND CONSIDERATIONS.

a. Own forces.

- (1) See Annex 1, Sit Map, for disp of trp and bdry.
- (2) Phase FOX will consist of clr the en from the N half of KYUSHU. It is anticipated that this phase will be completed on or before D+140. It is est that by D+120 the army rear bdry will be moved fwd and KADSEC will take over an area aprx the present CZ, relinquishing the present KADSEC area to Kagoshima Base Sec (KBS). On D+150 amph opn against SHIKOKU are planned. These opn will be mounted from ports in N KYUSHU.

b. Enemy.

- (1) See Annex 1, Sit Map, for disp.
- (2) As more territory is uncovered by the armies and with change in KADSEC area, there will be at least one active front in KADSEC (CHIJAWA Isthmus). At some pt the en is or will be less than 25 mi from KADSEC instl. En grd atk could jeopardize these instl. N/C in en air, guerrilla, or sabotage capabilities is expected. Bomb by en fleet units is considered unlikely.

c. Characteristics of the area.—See intel est noting particularly the wea and terrain portions.

d. Assumptions.

- (1) That the const of the ports of MARISHIMA and NOEBEKO will be completed by D+120.

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(2) That RR and pipe lines, indicated on Annex 2, Log Instl, will be in opn by D+120.

a. Strengths to be supported.

D+80 - 525,000 (includes 95,000 AF).

D+140 - 618,100 (includes 115,000 AF).

3. LOGISTICAL ANALYSIS.

a. Present status of logistical installations.— See Annex 2, Log Instl.

b. Supply.

(1) Rqmt.

(a) Maint rqmt for Phase FOX (S/T).

Table 1

Pd (D+)	Required in	Grd trp	Air trp	COMZ trp	All others	Total
91-100	KADSEC	3,000	11,250	9,000	1,667	24,917
	CZ	69,000	22,500	—	481	91,981
101-120	KADSEC	—	22,600	17,850	3,333	46,683
	CZ	144,000	45,000	150	960	190,110
121-130	KADSEC	6,000	19,688	2,363	658	28,709
	CZ	66,000	5,626	—	481	72,106
131-140	KADSEC	6,000	14,063	—	1,970	28,971
	CZ	66,000	16,875	6,938	483	82,358

(b) Res sup rqmt to be attained.

Table 2

Date	In KADSEC	In CZ
D+90	15 DOFS—172,125 tons	10 DOFS— 91,500 S/T
D+40	15 DOFS—172,125 tons	20 DOFS—177,000 S/T

(2) Availability.

(a) When bdry move fwd on D+120, armies will turn over to KADSEC a total of 5 DOFS based on their respective str during the pd D+101 to D+120. This amounts to 47,288 S/T. KADSEC will turn over to KBS all of its res.

(b) There are sufficient sup on KYUSHU to meet rqmt. Aval of trans for sup will be the limiting factor.

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c. Evacuation and hospitalization.

- (1) Rqmt.—Facilities for evac 2,000 casualties per day and for 20,000 fixed hosp beds are required.
- (2) Aval.—Fac, sup, and pers aval are adequate to handle est rqmt. Rail evac means can be determined only after study of trans sit.

d. Transportation.

- (1) Rqmt.—Trans capacity required equals tonnage for trp mvmt and equip plus maint tonnage (table 1) and res tonnage (table 2), with rtn capacity sufficient to meet evac rqmt.
- (2) Aval.
- (a) Net capacity in S/T aval for sup after deleting trans required for mvmt of pers and unit equip of KADSEC in S/T is shown in table 3.

TABLE 3

Pd (D+)	To	Road	Rail	Ports	Beaches	Pipe lines	Air	Total
91-100	KADSEC	62,500	40,000	6,500	5,000	—	500	114,500
	CZ	68,250	—	19,500	10,000	24,000	1,250	113,000
101-120	KADSEC	125,000	80,000	13,000	10,000	—	1,000	229,000
	CZ	123,000	—	39,000	20,000	48,000	2,500	232,500
121-130	KADSEC	43,000	49,500	16,000	10,000	—	1,000	33,500
	CZ	62,500	—	48,000	15,000	24,000	2,500	152,000
131-140	KADSEC	49,000	49,500	16,000	10,000	—	1,000	27,500
	CZ	62,500	—	48,000	15,000	24,000	2,500	152,000

- (b) Insufficient trans fac are aval to KADSEC to meet present res sup rqmt of opn in addition to prov trans rqmt for other purposes. D+140 res sup levels for the CZ must be decreased to 15 days. The planned level for D+140 can be reached by B+150 due to increase in trans fac after D+140. The maj effect will be that the prescribed res levels for amph

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opn against SHIKOKU can not be reached until D+150 instead of D+140 as presently planned.

e. Service.

- (1) Rqmt.—Svc effort required for establishing and operating KADSEC instl is indicated in Annex 3, Svc Plan. Engr const effort is shown in Annex 4, Engr Const Plan.
- (2) Aval.—Svc trp are adequate to meet all rqmt except road and rail const and rehab. Additional trp are not aval. However, by proper use of const trp on hand adequate trans fac will be aval between D+140 and D+150.

f. Miscellaneous.

- (1) Rqmt.—Protection of ports, hq, and dep against air atk is required. Protection against sabotage for ry tunnels necessary.
- (2) Aval.—Necessary trp for protection are aval.

4. EVALUATION.—It appears that all log rqmt to spt the opn can be met with the exception of the build-up of res sup levels in the CZ to 20 DOFS by D+140. This level can be met by D+150.

5. CONCLUSIONS

- a. The opn can be spt with the exception of D+140 CZ res levels.
- b. Comd must be informed that a 20-day res of sup can not be built up in the CZ until D+150.
- c. The decrease of res sup levels in the CZ is the only unavoidable log limitation.

/s/ Newton
G-4

Annexes: 1 - Sit Map (omitted)
2 - Log Instl (omitted)
3 - Svc Plan (omitted)
4 - Engr Const Plan (omitted)

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Example 4. Logistical Estimate—Army.

CLASSIFICATION

G-4 Sec, Thirteenth Army
RHEIMS, FRANCE
121500 Nov 194__

Maps: EASTERN AND WESTERN EUROPE, 1:1,000,000;
NORTHWEST EUROPE, 1:250,000, STRASSBOURG-METZ;
CENTRAL EUROPE, 1:100,000, STRASSBOURG-ROSTATT.

1. **MISSION.**—To cross the RHINE River with one corps N of STRASSBOURG and be prep to exploit the brghd in the dir of FRANKFURT.

2. **SITUATION AND CONSIDERATIONS.**

a. Own forces.

(1) Present disp of maj elm.—See Annex 1, Sit Map.

(2) Probable developments.

(a) On 20 Nov, the Thirteenth Army will take over the right portion of the line now held by the Twenty-third Army and assume comd of the XXXII and XXXI Corps in place.

(b) During pd 21-27 Nov, conc the XX Corps (49th and 50th Inf Div and 33d Armd Div) vic BLAMONT. Move nec army svc trp to vic LUNEVILLE.

(c) To cross the RHINE River (commencing 17 Dec) with one corps N of STRASSBOURG in conjunction with crossing by Second Army S of STRASSBOURG, prep to exploit the brghd in the dir of FRANKFURT.

b. Enemy.

(1) En forces are disp as shown on Annex 1, Sit Map.

(2) Maj capabilities.

(a) En air, although greatly outnumbered, can be expected to cont harassing atk of the hit-and-run type on fwd area instl.

(b) Oppose the adv by the def of successive pan

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(see intel est) with the main effort conc along the RHINE River.

(3) Minor capabilities.—Interrupt mvmt of sup convoys by raids in div areas.

c. Characteristics of the area.—See terrain study (Annex 3 to Intel Est No 19, 20 Oct 194__) (omitted) for crossing sites and local resources. Temperatures will be below freezing.

d. Assumptions.

(1) That the plan of the adv sec of the COMZ, for spt of the Thirteenth Army, will have been implemented by 20 Nov.

(2) That the rail lines indicated on Annex 2, Trans Plan, will be in opn by 20 Nov.

e. Strengths to be supported.

20-30 Nov - 365,000.

1-17 Dec - 376,000.

18-31 Dec - 385,000.

f. Special factors.—One-third of army svc trp will be newly arrived from the ZI.

3. LOGISTICAL ANALYSIS.

a. Present status of logistical installations.—Present and proposed sup and svc instl, with mis, required for the opn, are indicated in Annex 3, Sup and Svc Instl.

b. Supply

(1) Rqmt.

(a) Maint rqmt are est to be 8,000 S/T daily for pd.

(b) Sup levels to be established by 5 Dec, and maintained in army area, are—

(i) Cl I and III - 7 days for all trp present.

(ii) Cl II and IV - 15 days for all trp present.

(iii) Cl V - 10 days at aval sup rate for 12 div slices.

(2) Aval.—Daily maint sup and specified levels with the exception of cl IV (enrg const) can be prov. Deficit in cl IV (enrg const) will amount to 500 tons daily during pd 20

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Nov - 15 Dec. Thereafter full rqmt can be obtained. Priority of const projects will be readjusted so that this temp shortage will not hinder proposed opn.

c. Evacuation and hospitalization.

- (1) Est of casualties.—1,000 daily which must be evac to army hosp. 650 of the above will require evac to COMZ.
- (2) Rqmt.—Hosp fac required for pd 20 Nov - 1 Jan (with capacity) are indicated in Annex 4, Hosp Fac.
- (3) Aval.—Evac rqmt, when compared with trans aval, can be met. Army will be short 2,000 hosp beds for pd of opn. To meet shortage in army hosp beds, present evac policy of 10 days can be reduced to 5 days. Strong measures for the prevention of trench foot must be dir and maintained if hosp fac are to remain adequate.

d. Transportation.

- (1) Rqmt.—Trans required, by type and capacity, for time pd of opn is indicated in Annex 2, Trans Plan.
- (2) Aval.—Trans aval to army will be adequate to meet log and trp mvmt rqmt. Road net E of RHINE River will be adequate only if roads marked in Annex 2, Trans Plan, are maintained in a usable cond.

e. Service.

- (1) Rqmt.—Svc trp rqmt (with asg mis) to prov spt for Thirteenth Army are indicated in Annex 5, Svc Plan.
- (2) Aval.—With exception of hosp units, svc trp will be adequate. Sufficient trp for the maint of roads E of RHINE under expected wea cond have been asg. If wea changes for worse more trp can be asg to this project at the expense of brg repl in rear areas.

f. Miscellaneous.—No sp problems.

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4. **EVALUATION.**—The limitations of log spt for the opn are minor and can be remedied to the extent that they will cause little effect on the opn. Sup with the exception of cl IV (engr const) will be adequate. Sufficient trans will be aval to meet all demands.
5. **CONCLUSIONS.**—Mis can be spt.

/s/ Moorman
G-4

- Annexes: 1 - Sit Map (omitted)
2 - Trans Plan (omitted)
3 - Sup and Svc Instl (omitted)
4 - Hosp Fac (omitted)
5 - Svc Plan (omitted)

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Example 3. Logistical Estimate—Division.

CLASSIFICATION

G-4 Sec, 21st Inf Div
LE MERLERAULT, FRANCE
051000 Aug. 194__

Maps: FRANCE, 1:100,000, VIRE-ALENCON;
FRANCE, 1:50,000, ARGENTAN-SEES.

1. **MISSION.**—To seize STE GAUBURGE and cont opn to the E.

2. **SITUATION AND CONSIDERATIONS.**

a. **Own forces.**—21st Inf Div, part of XXVII Corps, has been adv E toward PARIS and has reached the line shown on Annex 1, Sit Map. The div will resume the atk at 060300 Aug to seize STE GAUBURGE and cont opn to the E.

b. **Enemy.**

(1) En forces are disp as shown on Annex 1, Sit Map.

(2) **Capabilities.**

(a) En air is capable of cont air strikes against trk coln and sup routes in our zone.

(b) En arty is capable of interdicting routes to the front of the line FRENAUX—COURMENIL.

(c) En patrols are capable of harassing sup lines and instl established N of the line EXMES—NONANT LE PIN.

c. **Characteristics of the area.**—See Annex 1, Sit Map, for gen nature of terrain. Due to hv rains, rivers to div front are not fordable. All main and secondary roads in the div zone are all-wea roads. Roads in the div area are in fair cond with the exception of the MSR. Brg on the MSR have been subjected to extensive damage and cannot be rep until at least 9 Aug. All other brg in the div zone are intact. Rain is forecast for 6 and 7 Aug. See Annex 2 to Intel Est for local resources (omitted).

d. **Assumptions.**—That the opn of capturing STE GAUBURGE

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and the area E to the line LA MARCHE—ST HILAIRE—DUBOIS will require a max of 3 days after which a rapid adv will probably ensue.

e. Strength to be supported.—Aprx 18,000.

3. LOGISTICAL ANALYSIS.

a. Present status of logistical installations.—See Annex 1, Sit Map.

b. Supply.

(1) Cl I.—No sp problems.

(2) Cl III.—No sp problems.

(3) Cl II and IV.—Engr brg mat sufficient to prov five 130-ft spans are est to be required for rep and maint of brg in div zone. No standard engr brg mat are aval. Some local resources are aval in div and obj areas. These local resources appear to be adequate although it will require time and labor to trans them to the brg sites. Div Engr recm this solution.

(4) Cl V.—There are some shortages in basic loads, particularly in 105-mm how and in 155-mm how ammo. Current aval sup rate in 105-mm how and in 155-mm how ammo is about 20 percent less than the normal expected expenditure for this type of opn. G-3 and Arty Off informed.

c. Evacuation and hospitalization.—No sp problems.

d. Transportation.—Road net is adequate. Likelihood of en air atk is such that veh must move by infiltration to avoid hv losses. Div Recon Co must prov roving patrols to counter en patrol action. Arrangements have been made for prov of needed protection.

e. Service.—No sp problems.

f. Miscellaneous.—No sp problems.

4. EVALUATION.—There appear to be no unusual obstacles to furn log spt to this opn. The log spt furn will be normal, and hence adequate, except in the case of brg mat and certain items of arty ammo.

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Brg needs can be met by improvisation. G-3 and Arty Off must agree to accept curr aval sup rate of ammo.

5. CONCLUSIONS.

- a. Mis can be spt.
- b. Arty Off and G-3 must confirm to CG that curr aval sup rates of ammo are adequate.

/s/ Spengler
G-4

Annex: 1 - Sit Map (omitted)

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APPENDIX II

PLANS AND PLANNING PROGRAM

Form 5. Operation Plan—Tactical Command. -

CLASSIFICATION

Operation Plan

(serial number or title)

Headquarters

Place

Date and time

Charts or maps:

Task organization.—List here, when appropriate, the task subdivisions or tactical components which will comprise the command, together with the names and ranks of the commanders.

1. GENERAL SITUATION.—Such information of the general over-all situation as may be essential for subordinates to understand the current situation.
 - a. Enemy forces.—Composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. Friendly forces.—Pertinent information of own forces other than those listed in the Task Organization which may have a bearing on the decision of a subordinate.
 - c. Assumptions.—Assumptions used by the commander as a basis for this plan. Normally applicable only to higher planning echelons.
2. MISSION.—A statement of the task which is to be accomplished by the commander and its purpose.
3. TASKS FOR SUBORDINATE UNITS.—In separate lettered subparagraphs, give the specific tasks of each element of the command charged with the execution of tactical duties.
 - x. In subparagraph x, give instructions applicable to two or more units or elements or to the entire command which are necessary for coordination or the general conduct of the operation, the repetition of which in the other subparagraphs of paragraph 3 would be cum-

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bersome. State there the time at which, or conditions under which, this plan is to be placed in effect.

4. **ADMINISTRATIVE AND LOGISTICAL MATTERS.**—Broad instructions concerning administration and logistics for the conduct of the operation. Frequently included in an annex or separate document, to which reference should be made.
5. **COMMAND AND SIGNAL MATTERS.**—Plan of communications (may refer to a standard plan or be contained in an annex), zone, time to be used, rendezvous, location of commander and command posts, statement of command relationship, and axis of signal communications as appropriate.

Commander

Annexes

Distribution

Authentication

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Example 6. Army Headquarters Planning Program.

The example is based on the assumption that 9 months are available for the planning of a major amphibious operation. The period of time can be reduced to apply to any type of operation. The major features, however, must retain the sequence as illustrated.

HEADQUARTERS PLANNING PROGRAM

1. PRELIMINARY PLANNING PHASE.—(Upon the initial organization of the headquarters, and prior to the receipt of an operational directive.) Staff section with primary responsibility
 - a. Organize staff sections for planning. Establish staff functions and procedures.-----All
 - b. Establish security requirements for handling information and intelligence. Institute system of security checks.-----G-2
 - c. Collect all available data concerning the theater of operations.-----All
 - d. Establish war room. Institute periodic conferences for commander and staff.-----G-2, G-3
2. INITIAL PLANNING PHASE, S-DAY TO S+15.—
(S-day is the date when a directive is received from higher authority specifying that a particular operation be undertaken. S+15 is the date by which the commander, having received preliminary estimates from the staff based on certain concepts of the operation, announces his decision for planning purposes.)
 - a. Receive directive from higher authority giving objectives, major units allocated for the operation, target date, and all other pertinent data necessary for planning the operation.-----All
 - b. Publish commander's concept of the operation and tentative list of information required for formulation of a decision (EEI).-----All

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- c. Present all available data concerning the operation to commander and staff for basic decisions. Determine requirements for additional information, and institute requests to higher authority. _____ Staff section with primary responsibility All
- d. Brief Army, Navy, and Air Force commanders, and commanders of major troop units, regarding directive and commander's concept of the operation. _____ All
3. GENERAL PLANNING PHASE, S+15 TO S+60.—
(Within this phase the preliminary decisions are made, and work is started on the preparation of the operation plan and annexes. By S+60, the first draft is completed.)
- a. Determine policies concerning maps and air photos, to include types, scales, distribution, and quantities for planning and operations. _____ G-2
- b. Arrange for photo coverage, both air and naval, during planning and operational phases. _____ G-2
- c. Institute measures for the production of relief models. _____ G-2
- d. Issue maps and air photos for planning purposes. _____ G-2
- e. Select and recommend vital installations and communication systems for attack by Air Force or Navy, or both. Initiate fire support coordination planning under coordination of army artillery commander. _____ G-2, G-3
- f. Announce reports to be submitted and period to be covered. _____ All
- g. Determine personnel requirements and prepare requisitions for higher authority. _____ G-1, G-3
- h. Determine equipment requirements, and submit requisitions to higher authority. _____ G-4

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Staff section
with primary
responsibility

- i. Determine tentative requirements for initial maintenance shipment.-----G-4
- j. Inspect for rigid compliance with counterintelligence measures. Revise requirements as necessary.-----G-2
- k. Publish training directive specifying types of training to be stressed for future operations.-----G-3
- l. Publish policies regarding administration and employment of all nonorganic specialists and technicians, including military government, psychological warfare, public information and press correspondents, and intelligence specialists and agencies.-----All
- m. Follow up requests made of higher authority to determine dates on which requests will be fulfilled.-----All
- n. Determine recommended list of troop units and strengths.-----G-1, G-3, G-4
- o. Prepare recommended echelonment list of units and integrate all available tonnage data for presentation to first echelonment conference.-----G-3, G-4
- p. Obtain and publish tentative assignment of shipping.-----G-4
- g. Submit first draft of material for inclusion in annexes and first draft of operation plan.-----All
- r. Check on status of all requests submitted to higher authority and on compliance with all directives and orders published to subordinate echelons.-----All
- s. Start amphibious and airborne training with type equipment to be employed. Where practicable, troop units train with the same naval and aircraft units as will be employed in the operation.-----G-3

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4. GENERAL PLANNING PHASE, S+60 TO S+90.—

Staff section
with primary
responsibility

(Within this phase the first draft of the plan and annexes is presented, the commander makes his final decision and indicates necessary changes. By S+90 the staff is ready to prepare the final operation plan and annexes for issue to subordinate units.)

- a. Obtain from higher authority initial echelon and shipping schedules, and tentative plan for development of bases. _____ G-4
- b. Hold first echelonment conference. Arrange for future conferences as required. _____ G-3, G-4
- c. Forward revised tonnage data resulting from first echelonment conference. _____ G-4
- d. Issue first edition of defense maps to planning headquarters. _____ G-2
- e. Final decision on scheme of maneuver. Make necessary changes in drafts of operation plan and annexes. _____ All

5. GENERAL PLANNING PHASE, S+90 TO S+120.—

(By S+120 the final operation plan with annexes is issued to subordinate commanders.)

- a. Return base development plan to higher authority in recommended final form. _____ G-4
- b. Arrange for liaison and communication with higher and subordinate echelons, including assault and garrison forces as well as Air Force and Navy headquarters. _____ AG, CofS
- c. Determine number and special qualifications of observers for rehearsal and operation, and submit requests to higher authority. _____ G-3
- d. Issue rehearsal plan. _____ G-3
- e. Make final assignment of shipping of assault units. _____ G-3, G-4
- f. Issue final operation plan with all annexes. _____ G-3

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6. GENERAL PLANNING PHASE, S+120 TO S+150.— Staff section with primary responsibility
(During this phase major subordinate units submit drafts of plans. By S+150 all indicated changes have been made and approved plans have been returned.)

- a. Obtain final base development plan from higher authority. ————— G-4
- b. Obtain names of observers for rehearsal and operation. Publish orders as-signing observers to units. ————— G-3
- c. Check on status of plans of subordinate echelons. ————— All
- d. Receive first drafts of operation plans of subordinate echelons, and return with indications of necessary changes. ————— All
- e. Receive tentative loading plans from subordinate echelons. ————— G-4
- f. Receive operation plan and annexes from major subordinate units and distribute copies to each staff section. ————— G-3
- g. Request estimated composition of forward and rear echelons from subordinate units. Report to include major troop units and strengths. ————— G-1

7. GENERAL PLANNING PHASE, S+150 TO S+180.—
(During this phase planning is extended to corps, and theater operations begin — to include attack of strategic targets and the collection of additional information by theater agencies.)

- a. Hold conference to establish procedures for handling and reporting of casualties. ————— G-1
- b. Publish air reconnaissance plan. ————— G-2
- c. Increase rate of air photo coverage. ————— G-2

8. GENERAL PLANNING PHASE, S+180 TO S+210.—
(During this phase corps planning continues, drafts are submitted for approval, and theater strategic operations and the collection of information continue.)

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- a. Distribute available information and intelligence to lower echelons as required for planning. Conferences with commanders of major troop units.-----Staff section with primary responsibility
-----All
- b. Check security of mounting areas.-----G-2
9. GENERAL PLANNING PHASE, S+210 TO S+240.--
(During this phase divisional planning begins.)
Receive special detachments, such as military government and psychological warfare. Instruct each detachment in policies and procedures.-----All
10. GENERAL PLANNING PHASE, S+240 TO S+270.--
(During this phase plans are completed in detail to include the lowest echelon, and rehearsals are held.)
- a. Hold rehearsals and critiques.-----G-3
- b. Receive final loading plans from subordinate units.-----G-3, G-4
- c. Check on progress of bulk map distribution to assault units.-----G-2
- d. Arrange for delivery of air photos and other intelligence while headquarters is afloat.-----G-2
- e. Issue final edition of defense maps to all units.-----G-2
11. PREOPERATIONAL PHASE, S+270 TO D-DAY.--
(During this phase final preparations for operation are completed.)
- a. Assault convoys load and sail. Date determined by location of mounting areas.-----G-3, G-4
- b. First follow-up convoys load and sail.-----G-3, G-4
- c. Receive reports from observers with under-water demolition teams.-----G-2
- d. Latest photo coverage of primary beaches and reports of indications of movement of enemy main forces delivered to all units to include battalions.-----G-2

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Form 6. Operation Plan—Administrative Command.

CLASSIFICATION

Headquarters
Place
Date and time

Operation Plan _____
(serial number or title)

Charts or maps:

Organization.—List here, when appropriate, the subordinate commands and the services which will comprise the command, together with the names and ranks of the commanders.

1. **GENERAL SITUATION.**—Such information of the general over-all situation as may be essential to an understanding of the administrative commander's plan.
 - a. **Enemy forces.**—Pertinent information regarding composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. **Friendly forces.**—Pertinent information on the organization, locations, strength, and plans of supported forces and of other forces, additional to those listed above under organization, which may have a bearing on the decisions of a subordinate.
 - c. **Assumptions.**—Assumptions used by the commander as a basis for this plan. Normally applicable only to higher planning echelons.
2. **MISSION.**—A statement of the task to be accomplished by the administrative commander and its purpose, including reference to the directives from higher authority and to the administrative commander's general concept of the development and phasing of the operation.
3. **TASKS FOR SUBORDINATE UNITS.**—In separate lettered subparagraphs, give the specific task of each subordinate command. Tasks for the services and for individual service units are normally covered in paragraph 4. For example, a base section commander would normally assign tasks to a subordinate district commander in

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paragraph 3; he would normally cover tasks of the quartermaster, engineer, and other services in paragraph 4.

- x. Instructions, applicable to two or more subordinate commands or to the entire command, which are necessary for coordination or the general conduct of the operation, the repetition of which in the other subparagraphs of paragraph 3 would be cumbersome. State here the time at which, or the conditions under which, this plan is to be placed in effect.

4. ADMINISTRATIVE MATTERS.

- a. Personnel.—Broad personnel instructions for the conduct of the operation, including plans for the administrative services.

- (1) Strengths, records, and reports.
- (2) Replacements.
- (3) Discipline, law and order.
- (4) Prisoners of war.
- (5) Burials and graves registration.
- (6) Morale and personnel services.
- (7) Civil affairs—military government.
- (8) Procedures.
- (9) Interior management.
- (10) Civilian employees.
- (11) Miscellaneous.

- b. Intelligence.—Broad intelligence instructions for the conduct of the operation, including plans for the agencies supervised by the intelligence officer.

- (1) Intelligence.
- (2) Counterintelligence.
- (3) Map and map supplement plan.

- g. Operations.—Broad operations instructions for the conduct of the operation, including plans for the agencies supervised by the operations officer.

- (1) Troop availability.
- (2) Troop movements.
- (3) Organization.
- (4) Training.
- (5) Protection and defense.
- (6) Troop information and education.

- d. Logistics.—Broad logistics instructions for the

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conduct of the operation, including those for the technical services.

- (1) Supply.
- (2) Evacuation and hospitalization.
- (3) Transportation.
- (4) Service.
- (5) Miscellaneous.

5. COMMAND AND SIGNAL MATTERS.—Plan of communications (may refer to a standard plan or be contained in an annex), zone time to be used, rendezvous, location of commander, command posts, or headquarters, statement of command relationship, and axis of signal communication as appropriate.

Annexes

Distribution

Authentication

Commander

Note: Any of the above headings and subheadings may consist wholly or in part of references to appropriate annexes and the annexes in turn may be amplified by properly referenced appendixes. Example of subjects of annexes or appendixes include:

- | | |
|--|---|
| 1. Maps. | 19. Quartermaster. |
| 2. Organization charts. | 20. Signal. |
| 3. Troop lists. | 21. Finance. |
| 4. Concept of related tactical operations. | 22. Provost marshal. |
| 5. Intelligence. | 23. Logistical support to Air Force. |
| 6. Counterintelligence. | 24. Logistical support to Navy. |
| 7. Lines of communications. | 25. Civil affairs or military government. |
| 8. Ports and beaches. | 26. Claims. |
| 9. Supply. | 27. Personnel accounting. |
| 10. Petroleum products. | 28. Censorship. |
| 11. Medical. | 29. Mail. |
| 12. Transportation. | 30. Special service. |
| 13. Movement schedules. | 31. Army Exchange Service. |
| 14. Construction. | 32. American Red Cross. |
| 15. Maintenance. | 33. Public information. |
| 16. Chemical. | |
| 17. Engineer. | |
| 18. Ordnance. | |

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APPENDIX III

ORDERS, ANNEXES, AND STANDING OPERATING
PROCEDURE

Section I. LETTER OF INSTRUCTIONS

Example 7. Letter of Instructions.

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7th Army Gp
RALEIGH, NC
(Date)

SUBJECT: Letter of Instructions Number Three

TO: Commanding General, Second Army
Commanding General, Third Army

Map: Strategic Map US, 1:500,000, RICHMOND-NORFOLK.

1. a. See Intelligence Summary Number 7.

b. (1) Fourth Army continues expansion of BOSTON beach-head.

(2) 2d Army Gp continues offensive west of the APPALACHIAN Mountains.

(3) 4th Army Gp maintains position along MISSISSIPPI River.

(4) Navy conducts surface and air attacks on major Aggressor-held ports along the Atlantic coast; furnishes fire support group for close support in CHESAPEAKE Bay; and continues off-shore defense in area occupied by our forces.

(5) Strategic air forces conduct large-scale atomic attack on or about 1 Jun on strategic objectives in Lake ERIE area.

(6) 7th TAC continues support 7th Army Gp; Second TAF (Ftr) supports Second Army; Third TAF (Ftr) supports Third Army.

2. a. 7th Army Gp attacks on or about 15 May, penetrates the hostile position in the vicinity of EMPORIA to seize the line of the JAMES River.

b. Boundary between armies: DURHAM (42-49)—OXFORD (43-50)—SOUDAN (43-51)—CHASE CITY (43-52)—FARMVILLE (43-54)—PALMYRA (44-56) (all to Second Army).

c. Troops.—Annex 1, Troop List.

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3. a. Second Army.--Attack on or about 15 May; make principal effort on the axis DANVILLE (40-51)--LYNCHBURG (41-54); seize the line of the JAMES River in zone as far west as LYNCHBURG (inclusive); capture ROANOKE (39-54); protect left (west) flank of army group; prepare for further operations to north. One armored division will not be committed without prior authority this headquarters.

b. Third Army.--Attack on or about 15 May; make principal effort on the axis EMPORIA (46-51)--RICHMOND (46-55); seize the line of the JAMES River; capture NORFOLK (50-52), SUFFOLK (49-51), PETERSBURG (46-53); protect right (east) flank of 7th Army Gp; prepare for further operations to north.

4. Administrative Instructions-Letter of Instructions
Number Two

5. a. Annex 2, Signal.

b. Command posts.--7th Army Gp--RALEIGH.

Second Army--GREENSBORO.

Third Army--ROCKY MOUNT.

BY COMMAND OF GENERAL BROWN:

/s/ A. B. Jones

A. B. JONES

Major General, GSC
Chief of Staff

Annexes: 1 - Troop List (omitted)

2 - Signal (omitted)

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Section II. OPERATION ORDERS

Form 7. Operation Order.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Operation Order_____

Charts or maps:

Task organization: List here, when appropriate, the task subdivisions or tactical components which will comprise the command, together with the names and ranks of the commanders.

1. **GENERAL SITUATION.**—Give briefly the general picture so that subordinate commanders will understand the current situation.
 - a. **Enemy forces.**—Composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. **Friendly forces.**—Pertinent information of own forces other than those listed in the Task Organization which may have a bearing on the decisions of a subordinate.
2. **MISSION.**—A statement of the task which is to be accomplished by the commander and its purpose.
3. **TASKS FOR SUBORDINATE UNITS.**—In separate lettered subparagraphs, assign specific tasks to each element of the command charged with the execution of tactical duties.
 - x. In subparagraph x, give instructions applicable to two or more units or elements or to the entire command which are necessary for coordination or the general conduct of the operation, the repetition of which in the other subparagraphs of paragraph 3 would be cumbersome. If the order is not effective upon receipt, indicate effective time in this paragraph.

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4. ADMINISTRATIVE AND LOGISTICAL MATTERS.—Instructions to tactical units concerning supply, availability of services, evacuation, and traffic details required for the operation as applicable. These details frequently are covered in an administrative order, a standing operating procedure, or an annex.
5. COMMAND AND SIGNAL MATTERS.—Plan of signal communication (may refer to a standard plan or be contained in an annex), zone time to be used, rendezvous, location of commander and command posts, statement of command relationship, and axis of signal communication as appropriate.

Commander

Annexes

Distribution

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Example 8. Operation Order—Infantry Division.¹

CLASSIFICATION

1st Inf Div
AGNEZ-LES-DUISANS A138402, FRANCE
171400 Oct____

Opn 0 3

Maps: FRANCE and BELGIUM, 1:200,000.

1. a. (1) En force est one inf div entrenched high grd
N SCARPE River.
(2) Conc of tk est one bn in woods vic ABLAIN--
ST NAZAIRE.
(3) Hv mtr mvmt S towards LENS.
b. (1) I Corps atk 180600 Oct, seizes high grd SW LENS.
(2) 2d Inf Div captures BOIS DE BOUVIGNY.
(3) 3d Inf Div envelops en W (right) flank dir
FREVILLERS A129412--PT SERVINS A138413.
2. a. 1st Inf Div (Reinf) atk 180600 Oct, 1st and 3d Inf
abreast, 3d Inf on E, envelops en E flank from
DAINVILLE A143299, captures Hills 130 A144408
and 131 A143408. On corps O, assists 2d Inf Div
in capture of BOIS DE BOUVIGNY Ridge.
b. (1) Bdry.
(a) 1st and 2d Inf Div: FOSSEUX--MONTES COURT--
stream junction A137401--CR A13754035--
ACQ--CARENCY--RJ A14464120, all to 2d
Inf Div.
(b) 1st and 3d Inf: RJ A139398--RJ A14154015--
ETRUN Stream--RJ A14304065--woods
A143407--stream--RJ A141409, all to 3d
Inf.
(2) LOFD: S bank SCARPE River.
(3) BSL: NEUVILLE--ST VAAST--SOUCHEZ--RJ
A14454120--BOUVIGNY BOYEFFIES, inclusive.
3. a. 1st Inf: Atk in zone, seize Hill 131 A143408. On div
O, asst 2d Inf Div in capture of BOIS DE BOUVIGNY.
b. 3d Inf: Atk in zone, seize Hill 130 A144408.

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¹ Note that this order is complete in itself. No annexes are needed to amplify instructions to subordinates.

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- c. Div Arty:
- (1) 1st FA Bn: D/S 1st Inf.
 - (2) 2d FA Bn: G/S; reinf fires 3d FA Bn.
 - (3) 3d FA Bn: D/S 3d Inf.
 - (4) 4th FA Bn: G/S.
 - (5) 1st AAA AW Bn: Protect Div Arty, 3d Inf.
- d. 1st Hv Tk Bn: Assy area vic WALRUS, await orders.
Priority employment zone 3d Inf.
- e. 1st Recon Co: Recon dir ARRAS—SOUCHEZ.
- f. 1st Engr C Bn: Spt 1st and 3d Inf with min one co each.
- g. Div Res.—2d Inf: Assemble vic woods NE WALRUS
- x. (1) All mvmt of units to assy areas under cover darkness.
(2) EEI:
Will the en extend his flank towards ARRAS?
4. Admin 0 3.
5. a. Index 2, SOI.
b. CP:
(1) Div: N/C.
(2) Others: Rept loc.

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Distr: A

OFL:

/s/ Smith
G-3

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Example 9. Order for Defense—Infantry Division (written on the overlay).

CLASSIFICATION

1st Inf Div
NAKAGO, HONSHU
141600 Feb

Opn 0 5

Map: Central HONSHU, 1:50,000, KOGA-KANUMA.

1.
 - a. (1) En recon units contacted along line of KINU GAWA.
 - (2) Two unidentified inf div located at SHIRAKAWA and KORI-YAMI.
 - (3) Annex 1, Intel.
 - b. (1) I Corps defends KOKURA GAWA NE of YANAGIHARA.
 - (2) Corps covering force composed of 4th Inf Div (Reinf) in psn along line of KINU GAWA.
 - (3) Corps Arty reinf fires 1st Inf Div with two 155-mm how bn.
2. 1st Inf Div organizes, occupies, and defends w/o delay the gen line KOKURA—KUCHIWANO.
3.
 - a. 1st Inf:
 - b. 2d Inf:
 - c. 3d Inf(-):
 - Atch: 1st Recon Co
 - 3d FA Bn (Reinf)
 - Co C, 1st Engr C Bn

Organize OPLR; recon between OPLR and corps covering force; withdraw on div O; atch cease on passage MLR; thence Div Res.

 - d. Div Arty:
 - (1) 1st FA Bn: D/S 1st Inf.
 - (2) 2d FA Bn: D/S 2d Inf.
 - (3) 3d FA Bn (Reinf): Atch initially 3d Inf; G/S on rel from OPLR; prep to spt 3d Inf when committed.
 - (4) 4th FA Bn: G/S; Btry A atch 3d FA Bn initially; reverts on rel from OPLR.

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- (5) 1st AAA AW Bn: Protect orgn main battle psn,
Div Res, Div Arty.
- e. 1st Recon Co: Upon rel from OPLR, defend rear area
and LOFC against vertical envelopment and sabotage.
- f. 1st Engr C Bn: Co C atch 3d Inf initially; reverts on
rel from OPLR; spt 1st and 2d Inf with one co
each.
- g. Div Res.
- (1) 1st Bn, 3d Inf: Prep psn C, B, A.
- (2) 1st Hv Tk Bn.
- h. (1) Priority orgn psn:
- (a) Fld of fire.
- (b) Mine fld and dml.
- (c) Fld fortifications.
- (d) Routes of comm.
- (e) Cam and deception concurrent all tasks.
- (2) Annex 2, Barrier Plan.
4. Admin 0 4.
5. Index 3, SOI. Annex 3, Sig.

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- Annexes: 1 - Intel (omitted)
- 2 - Barrier Plan (omitted)
- 3 - Sig (omitted)

Distr: A

OFL:

/s/ Smith
G-3

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Example 10. Order for Attack—Infantry Division (written on the overlay).

CLASSIFICATION

1st Inf Div
KO-LWAYA, KYUSHU
112330 Dec_____

Opn 0 2

Map: JAPAN, 1:250,000, KAGOSHIMA-NOBEOKA.

1. a. Annex 1, Intel.
b. I Corps atk 120600 Dec, captures KOBAYASHI-MAGATA.
2. 1st Inf Div atk 120600 Dec, envelops en E flank, captures high grd vic HIGASHIKATA. On corps 0, asst 2d Inf Div in capture of KOBAYASHI.
3. a. 1st Inf:
b. 2d Inf:
Atch: 1st Hv Tk Bn.
c. Div Arty:
(1) 1st FA Bn: D/S 1st Inf.
(2) 2d FA Bn: D/S 2d Inf.
(3) 3d FA Bn: G/S; reinf fires 2d FA Bn.
(4) 4th FA Bn: G/S.
(5) 1st AAA AW Bn: Protect Div Arty, Div Res.
d. 1st Hv Tk Bn: Atch 2d Inf.
e. 1st Recon Co: After passage 2d Inf, protect div E flank.
f. 1st Engr C Bn:
(1) Spt 1st and 2d Inf with min one co each.
(2) Establish mine fld div E flank.
g. Div Res.—3d Inf: Prep for employment zone 2d Inf.
h. Recon E flank limited one veh per inf bn prior dark 11 Dec.
4. Admin 0 1.

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5. Index 3, SOI. Rad silence prior to atk.

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MAJGEN

Annex: 1 - Intel (omitted)

Distr: A

OFL:

/s/ Smith
G-3

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Example 11. March Order—Infantry Division.

CLASSIFICATION

1st Inf Div
NABE, KYUSHU
100800 Dec

Opn 0 10

Map: JAPAN, 1:250,000, KAGOSHIMA—NOBEOKA.

1. a. Annex 1, Opn Overlay.
b. I Corps moves to detrucking areas vic SEMANO—TAKA—
HARU—AIMUTA Road prep to seizing KOBAYASHI—
MAGATA.
2. a. 1st Inf Div moves 101100 Dec to detrucking areas SE of
SEMANO—AIMUTA Road; prep to atk NE on div 0.
b. Annex 2, March Table.
3. a. CT 1:
b. CT 2:
c. (1) CT 3(-):
(2) One bn, 3d Inf (Reinf): Fol 1st Recon Co.
Secure div fwd area.
d. 1st AAA AW Bn(-): Protect Div Tns en route.
e. 1st Recon Co: Move 100930 Dec. Recon routes Red and
Blue. Maintain in 201st Armd Cav.
f. Div Trps:
g. Div Tns:
h. (1) Annex 3, Veh Asg Table.
(2) EEI: What are loc, str, type dml, mine fld and
natural terrain barriers 1st Inf Div zone of
action?
4. Admin 0 7.

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5. a. Index 7, SOI. Rad silence until terminated by div 0.

b. CP:

(1) 1st Inf Div: Head serial 4.

(2) Others: Rept loc.

c. Div march ctl pt: NIYAKONOJO.

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MAJGEN

Annexes: 1 - Opn Overlay (omitted)

2 - March Table (omitted)

3 - Veh Asg Table (omitted)

Distr: A

OFL:

/s/ Smith

G-3

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Example 12. Order for Attack—Airborne Division.

CLASSIFICATION

102d Abn Div
SALISBURY, ENGLAND
101300 May _____

Opn 0 12

Maps: EUROPE, 1:250,000. CHERBOURG; FRANCE, 1:50,000. 6E/6,
6E/5, 5E/5, 5E/2.

Task Orgn: Annex 1, Task Orgn.

1. a. Annex 2, Intel.

- b. (1) First Army atk D-day, captures CHERBOURG Peninsula and initiates opn to S.
- (2) Fifteenth Army, Abn, assaults by air D-day, captures and holds line CAEN--ISIGNY--CARENTAN--STEMERE EGLISE, blocks en mvmt to beaches.
 - (a) British 3 Abn Corps lands vic of CAEN and asst landings of British Second Army.
 - (b) VIII Corps, Abn, asst landing of V and VII Corps, protects their juncture, and facilitates their adv to W and S.
 - (c) 101st Abn Div lands at H-5 hr, vic STEMERE EGLISE. Prevents en mvmt W of MERDERET River.
 - (d) 103d Abn Div lands at H-5 hr, vic ISIGNY. Prevents en mvmt N and W of VIRE River.
- (3) 1st Trp Carr Comd furn air trans, sup, and evac.
- (4) Elm of 3d Fleet and 1st TAC spt the assault.
- (5) Annex 3, Naval Gunfire Spt.
Annex 4, Air Spt.
Annex 5, Air-Sea Rescue.

2. a. 102d Abn Div lands by prcht and gli beginning at H-5 hr, vic CARENTAN.

- (1) Captures CARENTAN, crossings over DOUVE River, and VIRE ET TAUTE Canal.

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- (2) Destroys en in zone and holds en S and E of div sector.
- (3) Contacts 101st and 103d Abn Div.
- (4) Asst adv of V Corps to S.
- b. (1) Annex 6, Air Mvmt Table.
Annex 7, Opn Overlay.
Annex 8, Div Assy Plan.
Annex 9, Div Alt Plans.
- (2) D-day, H-hour, P-hour: To be announced.
- (3) Postponement or cancellation only on auth of TOC. If given, notification via 1st Trp Carr Comd channels, cfm to follow immediately.
- 3. a. CT 304:
 - (1) Seize, organize, and defend battle psn.
 - (2) Contact elm of VII Corps UTAH Beach.
 - (3) Contact 101st Abn Div at RJ Q318705.
 - (4) Destroy en in zone.
- b. CT 305:
 - (1) Seize, organize, and defend battle psn.
 - (2) Patrol to line RAIDS Q319755—VGE DES SAINTS Q345744—brg at 390754.
 - (3) Contact 103d Abn Div at brg Q385730.
 - (4) Destroy en in zone.
- c. CT 306(-):
 - (1) Capture and hold CARENTAN.
 - (2) Seize and hold brg at Q308790 and Q390754.
 - (3) Destroy en in zone.
- d. Div Trps:
 - (1) Div Arty(-): Annex 10, Arty.
 - (2) 102d Abn Engr Bn(-): Annex 11, Engr.
 - (3) Land in DZ-LZ B
- e. Follow-up Ech: Annex 12, Priority and Composition of Sea and Overland Mvmt.
- f. Div Res.—2d Bn, 306th Inf:
 - (1) Assemble in area indicated on opn overlay.
 - (2) Recon and be prep for employment in fol priority:
 - (a) Zone of CT 305, Plan Red.

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- (b) Zone of CT 306, Plan Black.
- (c) Zone of CT 305, Plan Blue.
- x. (1) Annex 13, Catk Plans.
- (2) Annex 14, Gli Pilots.
- (3) Serviceable trans of all types will be captured or commandeered and rept immediately.
- (4) No wpn smaller than cal .50 will be fired at acft unless atk.

4. Admin O 14.

5. a. Index 2, SOI. Annex 15, Sig.

b. CP:

- (1) Div: Announce opening by rad.
- (2) Units: Rept loc and axis of mvmt when established in ahd.

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- Annexes:
- 1 - Task Orgn (omitted)
 - 2 - Intel (omitted)
 - 3 - Naval Gunfire Spt (omitted)
 - 4 - Air Spt (omitted)
 - 5 - Air-Sea Rescue (omitted)
 - 6 - Air Mvmt Table (omitted)
 - 7 - Opn Overlay (omitted)
 - 8 - Div Assy Plan (omitted)
 - 9 - Div Alt Plans (omitted)
 - 10 - Arty (omitted)
 - 11 - Engr (omitted)
 - 12 - Priority and Composition of Sea and Overland Mvmt (omitted)
 - 13 - Catk Plans (omitted)
 - 14 - Gli Pilots (omitted)
 - 15 - Sig (omitted)

Distr: A

British 3 Abn Corps

OFL:

/s/ Kirk

G-3

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Example 13. Order for Attack—Armored Division.

CLASSIFICATION

21st Armd Div
SHIRAKAWA, JAPAN
011030 May 19__

Opn 0 10

Map: JAPAN, 1:80,000, WAKAMATSU.

Task Orgn: N/C.

1.
 - a. Annex 1, Intel.
 - b. (1) II Corps atk 020900 May disrupts en comm between TOKIWA and ISOBE, and operates in Japanese rear N of MANO River.
(2) 4th Armd Div fol 3d Armd Div.
(3) Annex 2, Opn Overlay.
2.
 - a. Div atk 020900 May through 210th Armd Cav, seizes OBAMA, and disrupts en comm between TOKIWA and YUI; crosses MANO River near YUI on corps 0 and operates in Japanese rear.
 - b. Mvmt 0 fol.
3.
 - a. CCA:
 - b. CCB:
 - c. Div Arty (-):
(1) 84th Armd FA Bn: G/S.
(2) 21st AAA AW Bn(-): Protect Div Arty(-) and Div Tns.
(3) Follow CCA.
(4) Annex 3, Arty.
 - d. 21st Recon Bn (-): Fol Res Comd.
 - e. Div Trps: Fol Div Arty.
 - f. Div Tns: Remain in present loc.
 - g. Div Res.—Res Comd: Fol CCB.
 - x. CC comd recon and rept recm loc of atk psn by 011800 May.
4. Admin 0 6.

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5. a. (1) Index 5, SOI. Annex 4, Sig.
(2) Rad silence until time of atk.
b. Div CP: Head Div Trps during adv, then OBAMA.

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Annexes: 1 - Intel (omitted)
2 - Opn Overlay
3 - Arty (omitted)
4 - Sig (Omitted)

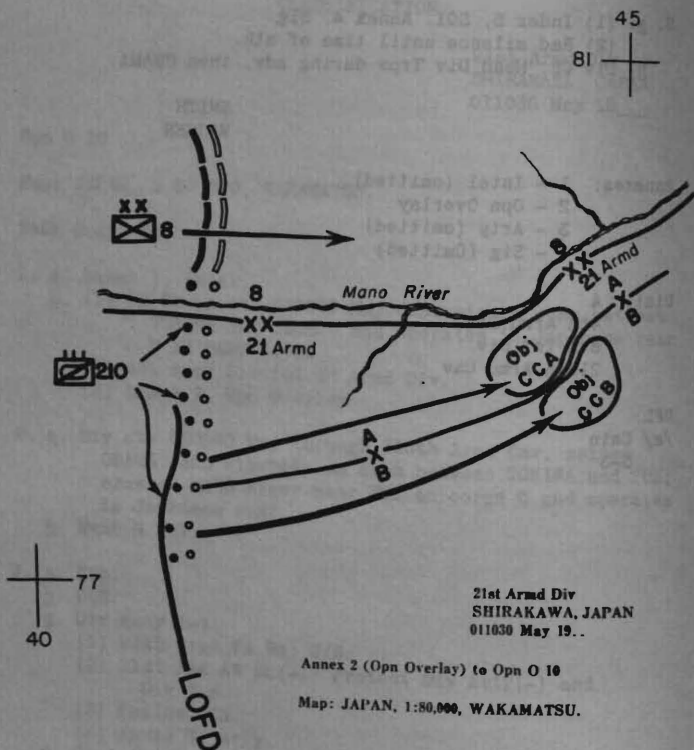
Dist: A
4th Armd Div
8th Inf Div
210th Armd Cav

OFL:
/s/ Cain
G-3

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21st Armd Div
SHIRAKAWA, JAPAN
011030 May 19..

Annex 2 (Opn Overlay) to Opn O 10

Map: JAPAN, 1:80,000, WAKAMATSU.

SMITH
MAJGEN

Distr: A
4th Armd Div
8th Inf Div
210th Armd Cav

OFL:
/a/ Cain
G-3

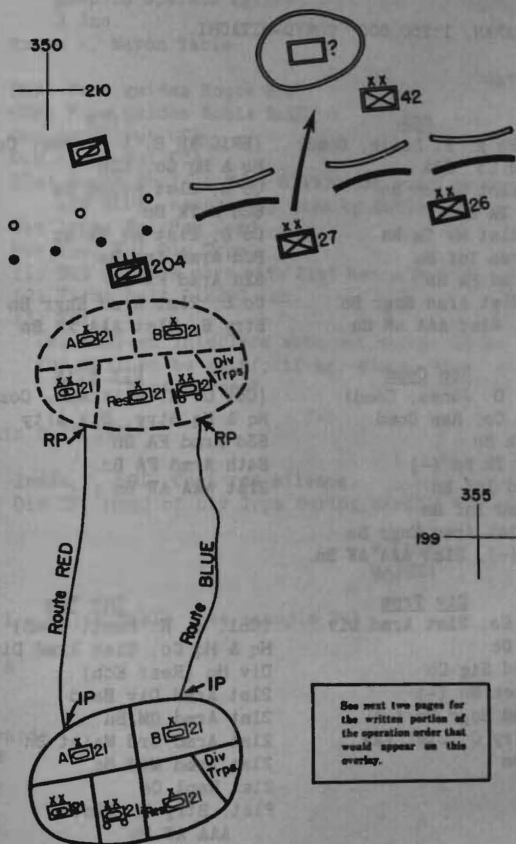
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Example 14. March Order (Overlay Type)—Armored Division.

CLASSIFICATION



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21st Armd Div
HAHARA, JAPAN
011030 Jan 19__

Opn 0.14

Map: JAPAN, 1:250,000, TOKYO-HITACHI.

Task Orgn:

CCA

(BRIGGEN A. B. Smith, Comd)
Hq & Hq Co, CCA
Co A, 21st Recon Bn
61st M Tk Bn
Co A, 21st Hv Tk Bn
81st Armd Inf Bn
81st Armd FA Bn
Co A, 21st Armd Engr Bn
Btry A, 21st AAA AW Bn

Res Comd

(Col C. D. Jones, Comd)
Hq & Hq Co, Res Comd
63d M Tk Bn
21st Hv Tk Bn (-)
83d Armd Inf Bn
84th Armd Inf Bn
Co C, 21st Armd Engr Bn
Btry C (-), 21st AAA AW Bn

Div Trps

Hq & Hq Co, 21st Armd Div
21st MP Co
21st Armd Sig Co
21st Recon Bn (-)
21st Armd Engr Bn (-)
Plat, Btry C, 21st AAA
AW Bn

CCB

(BRIGGEN E. F. Brown, Comd)
Hq & Hq Co, CCB
Co B, 21st Recon Bn
62d M Tk Bn
Co B, 21st Hv Tk Bn
82d Armd Inf Bn
82d Armd FA Bn
Co B, 21st Armd Engr Bn
Btry B, 21st AAA AW Bn

Div Arty

(Col G. H. Williams, Comd)
Hq & Hq Btry, Div Arty
83d Armd FA Bn
84th Armd FA Bn
21st AAA AW Bn (-)

Div Tns

(Col. J. K. Hunt, Comd)
Hq & Hq Co, 21st Armd Div Tns
Div Hq (Rear Ech)
21st Armd Div Band
21st Armd QM Bn
21st Armd Ord Maint Bn
21st Armd Med Bn
21st Repl Co
Plat, Btry D, 21st
AAA AW Bn

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1. a. Japanese 42d Inf Div (Reinf) is delaying adv V Corps.
- b. V Corps atk early 2 Jan.
2. a. Div marches 012030 Jan in two colm to IWASE and prep to operate against Japanese rear early 2 Jan.
- b. Annex 1, March Table.
3. a. CCA: Prov guides Route RED.
- b. CCB: Prov guides Route BLUE.
- c. Res Comd: Fol CCB.
- d. Div Arty: Fol CCA.
- e. 21st Recon Bn (-): Move 011900 Jan over routes RED and BLUE, secure biv area by 020200 Jan.
- f. Div Trps: Fol Res Comd.
- g. Div Tns: Fol Div Trps.
- h. (1) Bil parties move with 21st Recon Bn (-).
- (2) First halt 012200 Jan.
- (3) EEI:
 - (a) Will en interfere with our march; if so, how?
 - (b) Will en be reinf; if so, where, when, and by what forces?
4. Admin 0 19 fol.
5. a. Index 7, SOI. Cont rad silence.
- b. Div CP: Head of Div Trps during march.

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Annex: 1 - March Table (see example 26)

Distr: A

OFL:

/s/ Edwards
G-3

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Example 15. Order for River Crossing—Corps.

CLASSIFICATION

II Corps

GAMBASSI Q5443, ITALY

030900 Jul

Opn 0 5

Map: ITALY, 1:50,000, PISTOLA-CERTALDO.

1. a. Annex 1, Intel.

b. (1) Fifth Army with II, IV, and VI Corps atk N 6 Jul, crosses ARNO River, and seizes army brghd line.

(2) Twelfth TAF cooperates.

(3) Annex 2, Opn Overlay.

2. II Corps atk 060200 Jul, seizes crossings over ARNO River in zone, and cont atk to seize army brghd line.

3. a. 85th Inf Div:

Atch: 605th Armd FA Bn

310th Cml Mort Bn

515th Engr C Bn

(1) Atk, seize crossings over ARNO River in zone, capture obj 1.

(2) Cont atk on corps 0 to seize obj 3.

(3) Maintain contact IV Corps on W and 88th Inf Div on E.

b. 88th Inf Div:

Atch: 606th Armd FA Bn

518th Engr C Bn

(1) Atk, seize crossings over ARNO River in zone, capture obj 2.

(2) Cont atk on corps 0 to seize obj 4.

(3) Maintain contact VI Corps on E and 85th Inf Div on W.

c. 91st Inf Div:

(1) From present psn spt by fire atk of 85th Inf Div.

(2) Move to res assy area on corps 0.

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d. Corps Arty:

- (1) 620th FA Gp: G/S; reinf fires 85th Div Arty with two m bn.
- (2) 621st FA Gp: G/S; reinf fires 88th Div Arty with two m bn.
- (3) 622d FA Gp: G/S.
- (4) 623d FA Gp:
 - 605th Armd FA Bn: Atch to 85th Inf Div.
 - 606th Armd FA Bn: Atch to 88th Inf Div.
 - Gp (-): G/S.
- (5) 624th AAA Gp: Protect assy areas corps res, engr brg park, Corps Arty, and brg sites Able, Baker, and Charlie.
- (6) 625th AAA Gp: Protect corps zone, priority brg sites.
- (7) Annex 3, Arty.

e. 225th Armd Cav:

- (1) From present psn spt by fire atk of 88th Inf Div.
- (2) On corps O assemble corps res vic FORCOLI Q3452.

f. 310th Cml Mort Bn: Atch 85th Inf Div.

g. Corps Engr:

- (1) 501st Engr C Gp (-):
 - (a) Spt crossings and atk of 85th Inf Div.
 - (b) Const pneumatic float pon brg at site Charlie.
 - (c) Maintain corps road net within asg zone.
 - (d) Be prep to spt 91st Inf Div if committed.
- (2) 502d Engr C Gp (-):
 - (a) Spt crossings and atk of 88th Inf Div.
 - (b) Const pneumatic float pon brg at sites Able and Baker.
 - (c) Maintain corps road net within asg zone.
- (3) Annex 4, Engr.

h. Corps Res.

- (1) 91st Inf Div: Move to res assy area on corps O. Be prep to cross ARNO River in corps zone. Maintain ln 85th and 88th Inf Div.
- (2) 215th Armd Gp: Assemble corps res vic CASTELNOVO Q5354.

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- (3) 225th Armd Cav: Assemble corps res vic FORCOLI Q3452 on corps 0.
- x. (1) 85th and 88th Inf Div have priority on pon brgs at sites Charlie and Able respectively. Other units will not use these brg w/o corps 0.
- (2) All areas N of ARNO River are hv mined.
4. a. Corps engr brg park vic ALTOSPECCHIA Q4558.
b. Army Admin 0 6, Corps Admin 0 3.
5. Annex 4, Sig. Index 7, SOI. 91st Inf Div, 225th Armd Cav, and spt units maintain normal rad tfc: all other units rad silence until further 0.

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- Annexes: 1 - Intel (omitted)
2 - Opn Overlay (omitted)
3 - Arty (omitted)
4 - Engr (see example 24)
5 - Sig (omitted)

Distr: A
IV Corps
VI Corps
Twelfth TAF

OFL:
/s/ Butcher
G-3

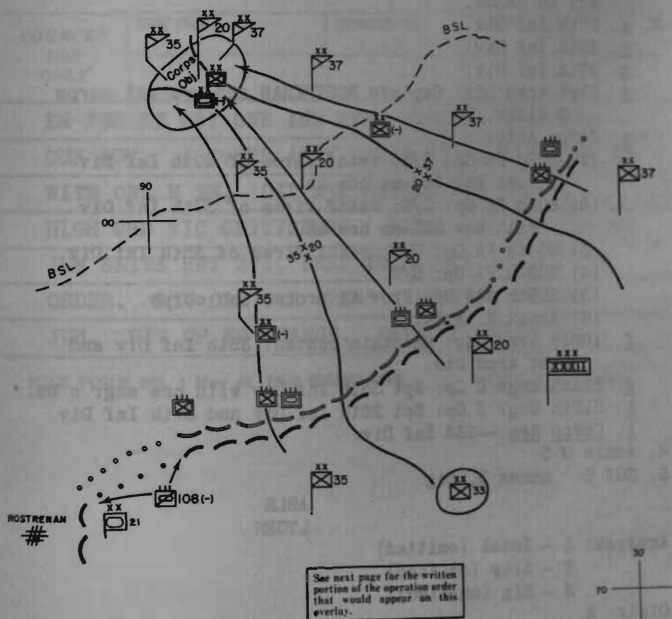
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Example 16. Order for Attack (Overlay Type)—Corps.

CLASSIFICATION



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XXXII Corps
PLOEUC S2284, FRANCE
060800 Aug 44

Opn 0 21

Map: FRANCE, 1:100,000, ST BRIEUC—LOUDEAC.

1. a. Annex 1; Intel.
 - b. Naval TF 56 spt action from N coast. Elm Eleventh TAF cooperate.
2. Corps resumes atk 070600 Aug, seizes GUINGAMP, cont adv on BREST.
3. a. 20th Inf Div:
 - b. 35th Inf Div:
 - c. 37th Inf Div:
 - d. 21st Armd Div: Capture ROSTRENAN and protect corps S flank.
 - e. Corps Arty:
 - (1) 602d FA Gp: G/S; reinf fires of 20th Inf Div with one 155-mm how bn.
 - (2) 603d FA Gp: G/S; reinf fires of 37th Inf Div with one 155-mm how bn.
 - (3) 604th FA Gp: G/S; reinf fires of 35th Inf Div.
 - (4) 605th FA Gp: G/S.
 - (5) 698th AAA Gp: Prov AA protection corps.
 - (6) Annex 2, Arty.
 - f. 108th Armd Cav: Maintain contact 35th Inf Div and 21st Armd Div.
 - g. 511th Engr C Gp: Spt 35th Inf Div with one engr c bn.
 - h. 512th Engr C Gp: Spt 20th Inf Div and 37th Inf Div.
 - i. Corps Res.—33d Inf Div.
4. Admin 0 5.
5. SOI 9. Annex 3, Sig.

ABLE
LTGEN

Annexes: 1 - Intel (omitted)
2 - Arty (omitted)
3 - Sig (omitted)

Distr: A
Naval TF 56
Eleventh TAF

OFL:
/s/ Brown
G-3

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Example 17. Fragmentary Order—Infantry Division.

TO: CO 1st Inf

FROM: CG 1st Inf Div

PRECEDENCE

OP

CLASSIFICATION

DATE, TIME SIGNED

061500 Jun 48

AUTHORIZED TO SEND IN

CLEAR

MOD CLEAR

SIGNATURE AND GRADE OF DRAFTER

SIGNATURE

/s/ Brown, Lt Col

COMMCEN

USE

ONLY

TIME FILED

COMMCEN NO.

HOW SENT

EN FORCES EST ONE INF REGT (REINF) DELAYING

OUR ADV. I CORPS ARTY REINF FIRES FIRST FA BN

WITH ONE M BN. DIV ATK 061700 JUN SEIZES

HIGH GRD VIC GETTYSBURG. FIRST INF ATK 061700

JUN SEIZE HWY 371, PREP TO RESUME ATK ON DIV

ORDER. DIV CLR STA OPENS TANEYTOWN 061600

JUN. DIV CP NO CHANGE. REPT LOC YOUR CP.

NME FORM 202, 1 May 49 FIELD MESSAGE FORM

(Submit in duplicate)

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Section III. ADMINISTRATIVE ORDERS

Form 8. Administrative Order.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Administrative Order_____

Charts or maps:

(Subparagraphs not pertinent should be omitted.)

1. SUPPLY.—List installations concerned with the issue and collection of supplies and material, stating opposite each the location, and where applicable, time of opening or closing, operating units, supported units, stocks and levels, and credits. Also when pertinent give instructions as to: submission of nonroutine reports or temporary changes regarding the submission of routine reports concerning the particular supplies listed; the removal, collection, and disposition of, and reports concerning, salvage, excess, and captured supplies; and methods or schedules of supply distribution. Use one of the following methods or an appropriate combination thereof to organize the contents:

CLASS OF SUPPLY

(Most appropriate for combat organizations below army level.)

- | | |
|----------------------|------------------------------|
| a. <u>Class I.</u> | g. <u>Water.</u> |
| b. <u>Class II.</u> | h. <u>Special.</u> |
| c. <u>Class III.</u> | i. <u>Captured material.</u> |
| d. <u>Class IV.</u> | j. <u>Salvage.</u> |
| e. <u>Class V.</u> | k. <u>Excess.</u> |
| f. <u>Maps.</u> | |

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CLASSIFICATION

BRANCH OF SUPPLY

(Most appropriate for service organizations and combat organizations above corps level.)

- | | |
|----------------------|---------------------------|
| a. <u>Air Force.</u> | f. <u>Quartermaster.</u> |
| b. <u>Chemical.</u> | g. <u>Signal.</u> |
| c. <u>Engineer.</u> | h. <u>Transportation.</u> |
| d. <u>Medical.</u> | i. <u>Miscellaneous.</u> |
| e. <u>Ordnance.</u> | |

TYPE OF INSTALLATIONS

(Most appropriate for organizations above army level.)

- | | |
|----------------------------|--------------------------|
| a. <u>General depot.</u> | e. <u>Railhead.</u> |
| b. <u>Branch depot.</u> | f. <u>Truckhead.</u> |
| c. <u>Air Force depot.</u> | g. <u>Dump.</u> |
| d. <u>Supply point.</u> | h. <u>Miscellaneous.</u> |

2. EVACUATION AND HOSPITALIZATION.

- a. Evacuation.--List dispensaries, collecting stations, and clearing stations, when indicated, stating opposite each its location, time of opening or closing, operating units, and units supported. State routes, where applicable; means and schedules of evacuation; and responsibilities therefor. State evacuation and treatment policies, when applicable. Cover both personnel and animals.
- b. Hospitalization.--List hospitals (evacuation, surgical, station, general, field, convalescent), giving for each the location, time of opening or closing, and units supported. Cover both personnel and animals.

3. TRANSPORTATION.

- a. Ocean.
b. Inland waterway.
c. Coastal.
d. Highway.
e. Rail.
f. Pipe line.
g. Air.

For each pertinent item state--

- (1) Terminals and installations
(rail stations, airfields, decanting, stations, ports, and beaches.)
- (2) Operating units.

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- (3) Schedules (march tables, time tables, and entraining tables).
- (4) Control measures (main supply route, traffic regulation, circulation plan, restrictions, allocations, priorities, regulating points, and route marking).

(Items listed in this paragraph cover the entire transportation field and are not necessarily restricted to Transportation Corps operations.)

4. SERVICE.

- a. Organization.—Changes in composition of service groups, trains, and depots, and bivouacs and movement of unit trains. Include assignment or attachment of service units to subordinate units or commands.

- b. Technical services.

- (1) Air.—Inspection, maintenance, procurement.
- (2) Chemical.—Decontamination, impregnation, maintenance.
- (3) Engineer.—Construction, firefighting, maintenance, procurement, real estate, reproduction, utilities.
- (4) Medical.—Medical, dental, and veterinary service;

List under each subparagraph pertinent service installations, stating location, operating units, and assignments to supported units. In addition, special missions not covered in other orders may be assigned to service units in these subparagraphs. In some cases the subject technical service may be more simply divided by types (maintenance, construction, utilities, and real estate).

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CLASSIFICATION

laboratory service; spectacle service; venereal prophylaxis; special hospitalization; preventive medicine, health and sanitation.

(5) Ordnance.—Bomb disposal, inspection, maintenance, procurement, waterproofing.

(6) Quartermaster.—Bakery, bathing and fumigation, labor, laundry, maintenance, personal effects service, procurement, refrigeration, remount service, animal transportation, responsibility for salvage.

(7) Signal.—Signal communication service, construction, photography, maintenance.

(8) Transportation.—Maintenance.

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5. PERSONNEL.

a. Strengths, records, and reports.—

Pertinent instructions such as time of submission, period covered, form, channels, or reference to subparagraphs below.

b. Replacements.—

Requisitions, allocations, processing, movement, shortages (when necessary); location, stockage, and movement of units.

c. Discipline, law and order.—

Absence without leave, collection and disposition of stragglers, disciplinary installations, military justice and courts-martial, punishments, troop relations with civilians, and uniforms.

d. Prisoners of war.—

Collection, safeguarding, processing, evacuation, utilization, treatment, and discipline.

e. Burials and graves registration.—

List under each subparagraph or specific activity the following, when applicable:

- (1) The operating installation, service, or depot, with location and hour and date of opening or closing.
- (2) The units operating the installation; attachment or assignment of operating personnel.
- (3) The units or areas served; credits allocated to units; unit responsibilities for movement or administration of personnel.
- (4) Requisitions or plans concerning personnel activities.
- (5) References to previous orders, instructions, or standing operating procedures.

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Organization, cemeteries, evacuation, effects, labor.

f. Morale and personnel services.

(1) **Morale.**—Status of morale.

(2) **Personnel services.**

Leaves, rest and recreational facilities, awards and decorations, mail, pay, religious activities, personal hygiene, special services, activities, Army exchanges, welfare activities, and standards of housing for personnel.

g. Civil affairs-military government.

Control of and assistance to the civilian population.

h. Procedures.—Classification, assignment, promotion, transfers, reclassification, retirement, separation, training, personnel economies.

i. Interior management.

Movement, internal arrangement, internal organization, and internal opera-

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CLASSIFICATION

tion of the headquarters; and allocation of shelter in the headquarters area for troops and for the headquarters.

j. Civilian employees.—

Sources, procurement, utilization, administration, relation to military government, and relation to troops.

k. Miscellaneous.—Administrative matters not specifically assigned to another general staff section.

6. MISCELLANEOUS.

a. Boundaries.

b. Headquarters.

c. Protection.

d. Special reports called for.

e. Other administrative matters.

Include those items which cannot be stated properly in paragraphs 1, 2, 3, or 4.

Annexes

Distribution

Authentication

Commander

CLASSIFICATION

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Example 18. Administrative Order—Infantry Division.

CLASSIFICATION

21st Inf Div
LE MERLERAULT Q528383, FRANCE
052100 Aug 19__

Admin 0 13

Maps: FRANCE, 1:50,000, ARGENTAN-SEES;
FRANCE, 1:100,000, VIRE-ALENCON.

1. SUPPLY.

a. Class I.

(1) Div distr pt, ST LEONARD Q403463.

(2) Scd for distr:

61st Inf - 2200

21st Med Bn - 0045

62d Inf - 2230

21st Engr C Bn - 0045

63d Inf - 2300

21st Hv Tk Bn - 0115

Div Arty - 2330

Other units - 0145

b. Class II.—Army QM Dep 601, LOUYLE L'ABBAYE U7309.

c. Class III.

(1) Army SP 603, ARGENTAN.

(2) Div dp, ST LEONARD Q404467.

d. Class IV.

(1) Army Engr Dep 501, LE CHENAIE U9007; credit 100 ft
cl 40 brg 8 Aug.

(2) Div engr dp, NONANT Q4839, limited sup.

e. Class V.

(1) ASP 903, ARGENTAN.

(2) DAO. RJ 208 Q438435, opens 052200 Aug.

(3) CG Div Arty ctl expenditure 105-mm arty ammo

f. Water.

(1) WSP 1, ST LEONARD Q404467.

(2) WSP 2, NONANT Q485394.

(3) WSP 3, LE MERLERAULT Q526382.

(4) Obtain all water from WSP; local water contaminated.

g. Vehicle collecting point.—Ord coll pt, ST LEONARD
Q404467; unit evac.

h. Captured materiel.

(1) Ammo.—Units rept loc to Div Ord Off.

(2) Engr.—Rept loc, type, quantity to Div Engr imme-
diately. Evac by engr bn.

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(3) All other.—Unit evac to salv coll pt ST LEONARD Q404467 when practicable.

(4) Rept to G-4 daily by 2400 as of 1800.

i. Salvage.

(1) Coll pt, ST LEONARD Q404467; unit evac.

(2) Rept daily to QM by 2400 as of 1800.

2. EVACUATION AND HOSPITALIZATION.—Evacuation.

(1) Clr sta, NONANT Q480388; evac to 801st Evac Hosp by army.

(2) Regt rept loc coll sta.

3. TRANSPORTATION.—Highway.

a. MSR: ST LEONARD Q403463—LE PIN AU HARAS Q432437—NONANT—LEMERLEREAULT; two-way.

b. Hwy LE MERLEREAULT—LE CORBETTE Q408491—ST LEONARD, one-way (W) only.

c. Tfc contrl posts.

1 — ST LEONARD Q403463.

2 — RJ Q411462.

3 — LE PIN AU HARAS Q432437.

4 — RJ 208 Q438435.

5 — NONANT Q483393.

6 — RJ Q505387.

7 — LE MERLEREAULT Q528383.

d. Tfc R Hq.—NONANT.

e. At night, blackout lights only.

4. SERVICE.

a. Organization.

(1) Biv fld tns:

61st Inf, Q430436 W of LE PIN AU HARAS.

62d Inf, Q423455 NW of LE PIN AU HARAS.

63d Inf, Q433425 S of LE PIN AU HARAS.

Others, unit ctl

b. Technical services.

(1) Engr.—21st Engr C Bn, LE CORBETTE Q491408. Maintain MSR and roads in div area. Operate engr dp, NONANT.

(2) Med.—21st Med Bn, NONANT Q480388. 901st Mbl Surg Hosp atch 21st Inf Div.

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- (3) Ord.—21st Ord Co, ST LEONARD Q404462. Operate maint shop; coll pt, ST LEONARD.
- (4) QM.—21st QM Co, ST LEONARD Q404467. Operate cl I dp ST LEONARD. Operate cl III dp and salv coll pt, ST LEONARD. Ldry and bath scd later.

5. PERSONNEL.

a. Strengths, records, and reports.—S-1 pd rept as of 052400 Aug to div by 061200 Aug and weekly thereafter.

b. Replacements.

- (1) All outstanding pers rqn have been cancelled. Consol rqn will be prep as of 082400 Aug in accordance with Corps Memo 32 (distr later).
- (2) Div Repl Co, woods Q411462.

c. Discipline, law and order.

- (1) Each inf regt submit name of one off to be apt summary court by div 0 for trial of men AWOL and speeders apprehended in regt areas.
- (2) STRAGL: FRENEAUX Q480304—CHAILLOUE Q457355—RJ Q466357—CR Q455362—RJ Q454389—RJ Q467402—RJ Q439434—EXMES Q459457—stream crossing Q468503.
- (3) Straggler posts: Hwy Q466321, RJ Q466357, stream crossing Q456392, RJ Q439434, EXMES, stream crossing Q464457.
- (4) Straggler coll pt: RJ Q467402.

d. Prisoners of war.

- (1) Div PW coll pt: woods Q510370.
- (2) 63d Inf be prep to furn to PM on call not to exceed one plat for use in contrl PW.
- (3) All guards dlvr PW to PW coll pt remain under ctrl of PM until released.
- (4) Sp effort during next 7 days to screen non-Germans from PW and keep them carefully segregated.

e. Burials and graves registration.—Army cem: LE GRAND BUISSON T925140. Div GRREG coll pt: NONANT Q480388.

f. Morale and personnel services.

- (1) Mail.—Div APO closes ECOUCHE U190160 opens div rear ech 052400 Aug.

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- (2) Rest camps.—XXVII Corps is operating rest camp at ETANGS DE VRIGNY U260090 for selected battle-fatigue cases. Div quota of 100 suballotted 30 to each inf regt and 10 to Div Arty. Comd make own arrangements with Div Surg.
- g. Civil affairs-military government.
- (1) Annex 4 (Civ Affairs) to Admin O 11.
- (2) Civ coll pt: CHAILLOUE Q457335.
- (3) 308th Mil Govt Det atch to div and biv CHAILLOUE.
- h. Procedures.—Off upon whom reclassification proceedings have been initiated will be sent at once to div rear ech for TDY with AG.
- i. Civilian employees.
- (1) Annex 4 (Civ Affairs) to Admin O 11.
- (2) Rqst for labor to CAO at CHAILLOUE.
- (3) No civ will be employed fwd of STRAGL until further O.
6. MISCELLANEOUS.
- a. Rear boundary.—MACE Q4032 N to ALMENECHES Q4039, along road ALMENECHES—ST LEONARD—CHAMBOIS Q4125; road to div.
- b. Headquarters.—Div rear ech, ST LEONARD Q403463.
- c. Protection.
- (1) Div Recon Co furn protection for 21st Med Bn and div clr sta.
- (2) 63d Inf prov roving patrol for protection of MSR.

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Distr: A

OFL:

/s/ Jones
G-4

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Example 19. Administrative Order—Army.

CLASSIFICATION

Sixteenth Army

YATSUSHIRO (370-036), KYUSHU

102200 Apr 19—

Admin 0 9

Map: JAPAN, 1:250,000, KAGOSHIMA-NOBEOKA.

1. SUPPLY.

a. Chemical.—C1 II and IV: Dep 1, ASAI (390-057); 305th Cml Dep Co; for all trp.

b. Engineer.

(1) Map dep: KITA-SHINDEN (380-048); 500th Engr Dep Co; for all trp.

(2) C1 II and IV dep and WSP: Annex 1, Engr.

c. Medical.

(1) Dep 804, KUMANOSHO (383-060); 809th Med Dep Co; for I Corps.

(2) Dep 805, KITA-GENO (397-063); 809th Med Dep Co; for II Corps.

(3) Dep 806, OGAWA (381-045); 810th Med Dep Co; for AF and Army trp; opens 120800 Apr.

d. Ordnance.

(1) C1 II and IV.

(a) Dep 907, NAKATSU (384-064); 932d and 935th Ord Dep Co; for I Corps, AF, and Army trp.

(b) Dep 908, KOGABARU (395-064); 938th and 940th Ord Dep Co; for I Corps, AF, and Army trp.

(2) C1 V.

(a) Dep for ASP only:

Dep 902, OGAWA (381-045); 963d Ord Ammo Co.

Dep 903, NISHIBARU (364-055); 964th Ord Ammo Co; closes 121800 Apr.

Dep 912, SAKAI (395-050); 965th Ord Ammo Co.

(b) Dep stock levels: Arty ammo 5 days at aval sup rate; all other 3 days at aval sup rate.

(c) ASP for I Corps:

ASP 925, TOMINOO (379-076); 961st Ord Ammo Co.

ASP 926, YOMOGI (370-079); 966th Ord Ammo Co.

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- ASP 927, KAME (381-075); 956th Ord Ammo Co.
ASP 928, SAKO (385-077); 957th Ord Ammo co.
(d) ASP for II Corps:
ASP 921, HIMUKI (380-074); 958th Ord Ammo Co.
ASP 922, MICHIAKI (392-076); 959th Ord Ammo Co.
ASP 923, SHIMO-KOGA (399-075); 960th Ord Ammo Co.
ASP 924, KIYAMA (391-071); 962d Ord Ammo Co.
(e) ASP stock levels: Arty ammo 2.5 days at aval
sup rate; all other 1.5 days at aval sup
rate.

g. Quartermaster.

(1) Cl I.

- (a) SP for AF and Army trp in army area:
SP 631, HINAGU (368-027); 635th QM Rhd Co.
SP 632, OGAWA (381-045); 636th QM Rhd Co.
(b) SP for I Corps and Army trp in I Corps sector:
SP 633, SHIMO-OKI (373-063); 637th QM Rhd Co.
SP 634, KANEI (382-077); 638th QM Rhd Co.
SP 635, TOMINOO (379-076); 639th QM Rhd Co.
(c) SP for II Corps and Army trp in II Corps sector:
SP 636, KIYAMA (391-071); 640th QM Rhd Co.
SP 637, SHIMONO (398-073); 641st QM Rhd Co.
SP 638, KANEUCHI (405-065); 642d QM Rhd Co.
(d) SP stock levels: 35,000 rat.

(2) Cl II and IV.—To cl I SP daily.

(3) Cl III.

(a) Dep for SP only:

Dep 610, HAGINOO (382-054); 645th QM Gas Sup Co.
Dep 611, TONO (404-054); 664th QM Gas Sup Co.

(b) Dep stock levels: 150,000 gal.

(c) SP for I Corps and Army trp in I Corps sector:

SP 644, KAME (381-075); 647th QM Gas Sup Co.
SP 645, YOMOGI (370-079); 647th QM Gas Sup Co.
SP 648, TOMINOO (379-076); 648th QM Gas Sup Co.
SP 649, SAKO (385-077); 650th QM Gas Sup Co.

(d) SP for II Corps and Army trp in II Corps sector:

SP 656, HIMUKI (380-074); 648th QM Gas Sup Co.
SP 657, MICHIAKI (392-076); 648th QM Gas Sup Co.
Sp 658, SHIMO-KOGO (399-075); 649th QM Gas Sup Co.
SP 659, KIYAMA (391-071); 650th QM Gas Sup Co.

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- (e) SP for AF and Army trp in army area:
 - SP 651, OGAWA (381-045); 636th QM Rhd Co; opens 112000 Apr.
 - SP 652, HINAGU (368-027); 635th QM Rhd Co; opens 112000 Apr.
 - (f) SP stock levels: 15,000 gal.
 - (g) Coal.
 - SP 662, KUMANOSHO (382-060); 651st QM Svc Co; for I Corps.
 - SP 663, MIFUNE (389-062); 652d QM Svc Co; for II Corps.
 - SP 664, OGAWA (381-045); 653d QM Svc Co; for AF and Army trp.
 - f. Signal.—Dep 713, KITA-SHINDEN (380-048); 788th Sig Dep Co; for all trp.
 - g. Miscellaneous.
 - (1) Excess sup.
 - (a) Sixteenth Army SOP.
 - (b) Rept to army G-4 weekly as of 2400 Sat.
 - (2) Salv.
 - (a) Ammo.—Unit evac to nearest ASP.
 - (b) All other.—Unit evac to salv coll pt.
 - (c) Rept to army G-4 daily as of 1700.
 - (d) Army coll pt: HAGINO (382-053); TONO (404-054).
 - (3) Captured mat.—Rept captured en sup and dep to army G-4, stating loc, cl, and quantity.
2. EVACUATION AND HOSPITALIZATION.
- a. Evacuation.—Clr sta evac by army on call. Annex 2, Med.
 - b. Hospitalization.—Annex 2, Med.
3. TRANSPORTATION.
- a. Highway.—Brg at OGAWA (381-045) will be closed for rep from 121800 Apr to 180800 Apr.
 - b. Rail.—Terminal, MATSUBASE (377-053).
 - c. Annex 3, Trans.

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4. SERVICE.

a. Organization.

- (1) Atch to I Corps: 664th QM GRREG Co.
- (2) Atch to II Corps: 665th QM GRREG Co.

b. Technical services.—Annex 4, Tech Svc Unit Asg.
Annex 2, Med.

5. PERSONNEL.

a. Strengths, records, and reports.—G-1 daily summary
as of 1800 to army G-1 by 0600.

b. Replacements.

- (1) By rqn on army.
- (2) 212th Repl Dep, TANOURA (362-018); for Army trp.
- (3) 202d Repl Bn, KAWASHIRI (378-064); for I Corps.
- (4) 203d Repl Bn, KANEUCHI (405-064); for II Corps.

c. Discipline, law and order.

- (1) Straggler coll pt:
 - (a) HINAGU (368-027).
 - (b) OGAWA (381-045).
 - (c) MISUMI (355-050).
- (2) Ctl. —Town patrols.
- (3) Army summary court: Town Hall, YATSUSHIRO (370-036).

d. Prisoners of war.

- (1) Evac by army on call.
- (2) Army encl: SHIKIKAUCHI (370-029).

e. Burials and graves registration.

- (1) Cem:
 - (a) In fwd areas as designated by corps and div.
 - (b) Army cem: KOZENJI (377-038); Allied dead only.
- (2) Refer en dead to local civ agencies (see SOP).

f. Morale and personnel services.

- (1) Mail.—Distr with cl I sup.
- (2) Army exchange.—Rear ech army hq.

g. Civil affairs-military government.

- (1) Instr: Army Civ Affairs Memos 1-32.
- (2) Hostile civ evac by army on call.
- (3) Army encl: OMONSE (371-023).

h. Civilian employees.—Hiring subj to approval by
army G-2.

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6. MISCELLANEOUS.

a. Rear boundaries.

- (1) Army: HIGO-TONDURA (361-016)—KONOSE (372-012)—HIRAKO (396-009)—Eighteenth Army bdry at IWANO (594-012), all excl to army.
- (2) Corps: SUMIYOSHI (367-059)—UTO (376-058)—MATSUBASE (377-053)—KATASHIDA (389-053)—SAKAI (395-050)—HAMAMACHI (409-059)—ONOSIRI (599-056)—Eighteenth Army bdry at (601-055). RR, towns, and roads excl to corps.

b. Headquarters.—Rear ech army hq: HINAGU (368-027).

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- Annexes: 1 - Engr (omitted)
2 - Med (omitted)
3 - Trans (omitted)
4 - Tech Svc Unit Asg (omitted)

Distr: A and H.

OFL:

/s/ Smith
C-4

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Example 20. Administrative Order—Advance Section.

CLASSIFICATION

ADSEC

CHERBOURG 49°37'N, 1°38'W

100001 Jan 19__

Admin 0 11

Map: Sit Map, Annex 1.

1. SUPPLY.

a. General depots.

- (1) Gen Dep 1, VALOGNES 49°30'N, 1°29'W. Stocks cl I, II, and IV except engr and TC.
- (2) Cl V Dep 901, VALOGNES. Stocks cml and ord cl V.
- (3) Cl V Dep 902, CAEN 49°10'N, 0°21'W. Stocks cml and ord cl V.
- (4) Cl V Dep 903, GRANVILLE 48°50'N, 1°35'W. Opens 121200 Jan. Stocks ord cl V.

b. Local supply points.

- (1) SP 2, VALOGNES. Serves all units VALOGNES area except AF units for cl III. See para 1g (3).
- (2) SP 4, ST LO 49°07'N, 1°06'W. Serves all units ST LO area except AF units for cl III. See para 1g (3).

c. Chemical.

- (1) Cl II and IV.—Gen Dep 1 spt Fourth Army and local SP.
- (2) Cl V.

(a) Cl V Dep 901, VALOGNES. Spt Cl V Dep 902, CAEN, and local SP.

(b) Cl V Dep 902, CAEN. Spt Fourth Army.

d. Engineer.

- (1) Cl II and IV.
 - (a) Engr Dep 501, VALOGNES. Spts Engr Dep 502, CAEN, and local SP.
 - (b) Engr Dep 502, CAEN. Spt Fourth Army.
- (2) Maps.—ADSEC SOP 12.
- (3) Water.—Units in ADSEC proc locally. See ADSEC SOP 12.

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e. Medical.

- (1) Gen Dep 1. Spt Med Dep 801, BAYEUX 49°16'N, 0°42'W; and hosp and units in VALOGNES area.
- (2) Med Dep 801, BAYEUX. Spt Fourth Army and hosp and units in ST LO area.

f. Ordnance.

- (1) C1 II and IV.
 - (a) Gen Dep 1. Spt Ord Dep 905, ISIGNY 49°19'N, 1°07'W; and local SP.
 - (b) Ord Dep 905, ISIGNY. Spt Fourth Army.
- (2) C1 V.
 - (a) C1 V Dep 901, VALOGNES. Spt C1 V Dep 902, CAEN, and local SP.
 - (b) C1 V Dep 902, CAEN. Spt Fourth Army.

g. Quartermaster.

- (1) C1 I.
 - (a) Gen Dep 1. Spt C1 I Dep 610, VIRE 48°50'N, 0°52'W; and local SP.
 - (b) C1 I Dep 610, VIRE. Spt Fourth Army.
- (2) C1 II and IV.—Gen Dep 1. Spt Fourth Army and local SP.
- (3) C1 III (POL only).
 - (a) Tk farm, QUERQUEVILLE 49°39'N, 1°42'W. Bulk stor AVGAS and MOGAS. Spt C1 III Dep 602, GRANVILLE, and SP 2, VALOGNES.
 - (b) C1 III Dep 601, CARENTAN 49°18'N, 1°07'W. Spt AF units in ADSEC area and ADSEC C1 III SP 604, BAYEUX.
 - (c) C1 III Dep 602, GRANVILLE. Spt Fourth Army and C1 III SP 603, VIRE.
 - (d) C1 III SP 603, VIRE.
 - (e) C1 III SP 604, BAYEUX.

h. Signal.

- (1) Gen Dep 1. Spt Sig Dep 701, ISIGNY, and SP 2, VALOGNES.
- (2) Sig Dep 701, ISIGNY. Spt Fourth Army and SP 4, ST LO.

i. Transportation.—TC Dep 417, CHERBOURG 49°37'N, 1°38'W.

j. Adjutant general.—AG Sec, Gen Dep 1, VALOGNES.

k. Miscellaneous.

- (1) Excess sup.—ADSEC SOP 12.

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- (2) Salv.
 - (a) Coll pt: SP 2, VALOGNES, for units in VALOGNES area; SP 4, ST LO for units in ST LO area.
 - (b) Rept: ADSEC SOP 12.

2. EVACUATION AND HOSPITALIZATION.

a. Evacuation.

- (1) Rqst for surface evac by Fourth Army and ADSEC units to med reg, ADSEC hq.
- (2) 101st Bomb Wg (M) responsible for surface evac AF units in ADSEC to 801st Gen Hosp.
- (3) Rqst for evac by air, ADSEC SOP 12.

b. Hospitalization.

- (1) Gen Hosp 801, TOURLAVILLE 49°38', 1°35'W.
- (2) Gen Hosp 802, BAYEUX.
- (3) Sta Hosp 807, CHERBOURG.
- (4) Sta Hosp 808, ST LO.

3. TRANSPORTATION.

a. Coastal.

- (1) Bay line.—Terminals CHERBOURG, CARENTAN, ISIGNY, CAEN.
- (2) Gulf line.—Terminals CHERBOURG, GRANVILLE.

b. Highway.

- (1) SOP 17, ADSEC, 20 Dec, Road Mvmt.
- (2) Annex 2, Tfc Circulation Map.

c. Rail —Memo 11, ADSEC, 21 Dec.

d. Pipe line.

- (1) Decanting sta.
 - (a) Operated by ADSEC: QUERQUEVILLE, CARENTAN, CAEN.
 - (b) Operated by Fourth Army: LISIEJX 49°09'N, 0°10'E.
- (2) Ctl by QM, ADSEC.

4. SERVICE.—Technical services.

a. Chemical.

- (1) Maint: Gen Dep 1.
- (2) Decon: ASDEC SOP 12.

b. Engineer.

- (1) Maint: Engr Dep 502, CAEN, spt Fourth Army; Engr Dep 501, VALOGNES, spt units in ADSEC.
- (2) Const: ADSEC SOP 12.

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c. Medical.—Med Dep 801, BAYEUX, spt Fourth Army and ST LO area. Gen Dep 1, spt units in VALOGNES area.

d. Ordnance.

(1) M maint spt units in ADSEC:

901st Ord Maint Bn, CAEN.

906th Ord Maint Bn, ST LO.

908th Ord Maint Bn, CHERBOURG.

902d Ord Maint Bn, GRANVILLE.

(2) Hv maint:

945th Ord Hv Maint Bn, VALOGNES, spt all m maint units in VALOGNES area.

958th Ord Hv Maint Bn, ISIGNY, spt Fourth Army and m maint units in ST LO area.

e. Quartermaster.

(1) Maint: Gen Dep 1, QM maint spt for Fourth Army and units in VALOGNES area. 691st QM Bn, ST LO, spt units ST LO area.

(2) Bkry: 623d QM Bkry Co, VALOGNES, spt VALOGNES area. 624th QM Bkry Co, ST LO, spt ST LO area.

f. Signal.—Maint: Sig Dep 711, ISIGNY, spt Fourth Army. Gen Dep 1, spt all units in ADSEC.

g. Transportation.

(1) Ry shop: CHERBOURG.

(2) Marine rep shops: CHERBOURG, GRANVILLE, ISIGNY, CAEN.

5. PERSONNEL.

a. Strengths, records, and reports.

(1) Str rept daily by 0800. ADSEC SOP 12.

(2) Sta lists weekly by 0800 Fri as of 2400 Wed. Changes within 24 hr.

b. Replacements.

(1) 210th Repl Dep opens CHERBOURG, 111200 Jan, spt ADSEC. All MOS aval.

(2) Rqn 1st and 15th each mo by 0800.

c. Discipline, law and order.

(1) Check and coll pt for men AWOL: CHERBOURG, CAEN, GRANVILLE. Rpt loc. Rtn men AWOL to parent orga for trial. Weekly rept by 0800 Fri.

(2) See ADSEC SOP 5.

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d. Prisoners of war.

(1) Encl:

245th MP Escort Guard Co, CHERBOURG.

246th MP Escort Guard Co, BAYEUX.

248th MP Escort Guard Co, CAEN.

251st MP Escort Guard Co, GRANVILLE.

(2) Evac from army by 254th, 262d, and 271st MP Escort Guard Co on call.

e. Burials and graves registration.

(1) Cem: ST LO, 666th QM GRREG Co less 2d and 3d Plat; BAYEUX, 2d Plat, 666th QM GRREG Co; CHERBOURG, 667th QM GRREG Co; GRANVILLE, 3d Plat, 666th QM GRREG Co.

(2) Effects dep: CHERBOURG. ADSEC SOP 12.

(3) Labor: Rqst and operating procedures, ADSEC SOP 12.

f. Morale and personnel services.

(1) Exchanges.

(a) Br: CHERBOURG, VALOGNES, ST LO, CAEN; open 10 Jan.

(b) Unit: ADSEC SOP 12.

(2) Decorations.—Submit recm within 10 days after act.

(3) Hygiene.—ADSEC SOP 5.

(4) Lv and passes.—ADSEC SOP 5.

(5) Mail.—Dlvr daily. Priority to hosp.

(6) Sp svc.—ADSEC SOP 12.

g. Civil affairs-military government.

(1) ADSEC Civ Affairs Hq, CHERBOURG. Det 1, CHERBOURG; Det 2, CARENTAN; Det 3, CAEN; Det 4, GRANVILLE.

(2) Displaced persons coll pt: Det 1, CHERBOURG; Det 3, CAEN; Det 4, GRANVILLE.

(3) COMZ SOP 3.

h. Procedures.

(1) Asg, clas, and reclassification of off and EM: ADSEC SOP 5.

(2) Recm for off promotions to ADSEC hq.

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1. Interior management.

- (1) Grades and ratings.—Ltr, Hq COMZ, Subj: Grades and Ratings, ADSEC, 10 Dec.
- (2) Qrtg and bil.—ADSEC SOP 12.

1. Civilian employees.

- (1) ADSEC SOP 12.
- (2) Rqst to regional labor office, CHERBOURG.

6. MISCELLANEOUS.

a. Boundaries.—Fourth Army rear bdry: AVRANCHES

48°41'N, 1°21'W—VIRE—CAEN—CABOURG 49°18'N, 0°08'W;
all to ADSEC.

b. Headquarters.

- (1) ADSEC: CHERBOURG.
- (2) Fourth Army rear ech: FALAISE 48°53'N, 0°12'W.
- (3) Fifteenth TAF: CARENTAN. CHERBOURG AMA:
CHERBOURG.

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MAJGEN

Annexes: 1 - Sit Map (omitted)
2 - Tfc Circulation Map (omitted)

Distr: B

OFL:

/s/ Smith
G-4

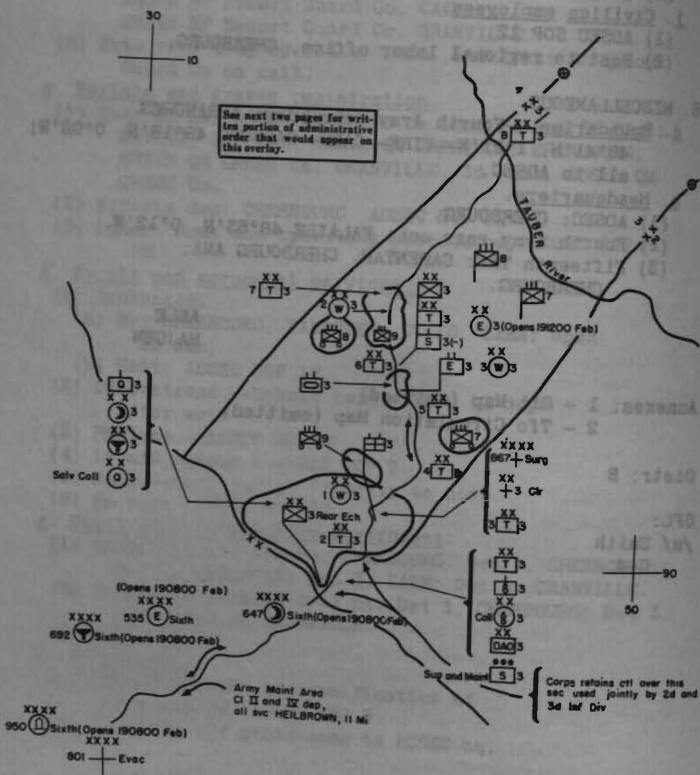
CLASSIFICATION

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Example 21. Administrative Order (Overlay Type)—Infantry Division.

CLASSIFICATION



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3d Inf Div
BOBSTADT, GERMANY
181800 Feb 19

Admin 0 32

Map: GERMANY, 1:100,000, ROTHENBERG.

1. SUPPLY.

a. Class I.—Sod for distr at div distr pt:

7th Inf	2200	3d Med Bn	0115
8th Inf	2230	3d Engr C Bn	0130
9th Inf	2300	3d Hv Tk Bn	0145
Div Arty	2330	Other units	0200

b. Class V.

(1) Aval sup rates.

(a) 81-mm mort.

(i) 7th Inf - 50 rounds per wpn per day.

(ii) 8th Inf - 50 rounds per wpn per day.

(iii) 9th Inf - 50 rounds per wpn per day while on gen outpost. Upon withdrawal from gen outpost, 25 rounds per wpn per day.

(iv) All others - only when auth by div.

(b) 75-mm rifle, recoilless - 4 rounds per wpn per day.

(c) Other items - same as required sup rates for def.

(d) Sup rates eff 19 Feb.

c. Water.—Obtain all water for drinking and cooking from WSP. Local water contaminated.

d. Captured materiel.—Rept to G-4 daily by 2400 as of 1800.

e. Salvage.—Rept to QM daily by 2400 as of 1800.

f. Excess.—Turn in to apropr tech svc by 201800 Feb.

2. EVACUATION AND HOSPITALIZATION.—Evac from div clr sta to 801st Evac Hosp by army.

3. TRANSPORTATION.—Highway.

a. Tfc Ctl Post No 8 will close upon withdrawal of gen outpost.

b. At night, blackout lights only.

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4. SERVICE.—Technical services.

a. Engineer.—Corps maintains MSR div rear bdry to BOBSTADT.

b. Ordnance.—Ord tech insp 19-21 Feb. Scd and details later.

5. PERSONNEL. (omitted)

6. MISCELLANEOUS.—Protection.

a. 3d Recon Co, upon rel gen outpost, defend rear area and LOFC against vertical envelopment and sabotage.

b. Units furn own local protection for biv areas and instl.

FOX
MAJGEN

Distr: A

OFL:

/s/ Smith

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Section IV. ANNEXES

Form 9. Intelligence Annex.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Annex _____ (Intelligence) to Operation Order _____
(The number for the operation order and the number for the intelligence annex is allocated by the operations officer (G-3).)

Charts or maps:

1. **SUMMARY OF ENEMY SITUATION.**—Refer to overlay (or map) and latest intelligence summary (or documents) showing the enemy situation. If this procedure is not followed, give a brief summary of enemy information pertinent to the operation covered by the operation order, including location, identification, strength, organization, disposition, and movements of enemy forces, including reserves, installations for administrative support, and capabilities.

2. **ESSENTIAL ELEMENTS OF INFORMATION.**—Each essential element of information will appear under a separate lettered subparagraph in the intelligence annex. In the event publication of the intelligence annex is deferred, or omitted entirely, then the essential elements of information appear in paragraph 3x of the operation order. Essential elements of information are not published in both places except when the commander desires that certain essential elements of information be emphasized.

(This paragraph is included primarily to focus the attention of lower unit commanders and others who receive the annex on the items of information with which the commander is primarily concerned. Lower units receiving the annex extract any essential elements of information which pertain to their missions

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and which they are physically capable of answering; the lower units add these essential elements of information to their own for incorporation into their orders.)

3. RECONNAISSANCE AND OBSERVATION MISSIONS.

a. Orders to subordinate and attached units.—A separate numbered subparagraph covering detailed instructions for each unit from which a report to this headquarters is required; these subparagraphs are listed in the same order as units are listed in the operation order.

b. Requests to higher, adjacent, and cooperating units.—A separate numbered subparagraph pertaining to each unit, not organic or attached, from which information is requested.

(If any particular paragraph of the intelligence annex can be called most important, paragraph 3 is that paragraph. Herein the current orders and requests for information are confirmed and the collection plan formally implemented. In this paragraph the commander directs his subordinate commanders to gather the specific information. Here, too, the commander requests the same type of vital information desired from higher, adjacent, and cooperating units. In both subparagraphs the units are listed in the same sequence as they appear in the operation order.)

4. MEASURE FOR HANDLING PRISONERS, CAPTURED DOCUMENTS, AND MATERIEL.

a. Prisoners of war, deserters, repatriates, inhabitants, and other persons.—Plans including such aspects of segregation and handling as will ensure maximum exploitation of this source of intelligence. (Coordinate with personnel and logistics officers.)

b. Captured documents.—Instructions for the handling and processing of captured documents from time of capture to receipt by specified intelligence personnel.

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- c. Captured materiel.--Designation of items or categories of enemy materiel required for examination, and specific instructions for its processing and disposition. (Coordinate with logistics officer and interested technical services.)

(Partly a matter of standing operating procedure. However, changes for a particular situation must be added. In subparagraph 4a for instance, specific types of information required from prisoners may be included; in subparagraph 4b special instructions for routing of documents or search for a special type document may be included; in subparagraph 4c specific types of materiel desired may be listed.)

5. MAPS AND PHOTOGRAPHS.--List maps and photographs, vertical and oblique, that will be supplied, with number of each class to each unit; instructions concerning special requisitions and distribution. (Coordinate with operations officer.)

(This paragraph presents the G-2 with a problem in planning. He must consolidate the requests and requirements for both maps and photographs. Map distribution is somewhat standardized in that numbers of particular types of issue are usually prescribed in some such table as that found in Field Manual 101-10. Theaters of operations will undoubtedly have similar tables to suit their needs based on experience. Current availability of maps may curtail issue. Photographs require a great deal of planning because of the many factors that must be considered.)

6. COUNTERINTELLIGENCE.--This paragraph is largely covered by standing operating procedure. Many special operational instructions having counterintelligence aspects will be listed in the operation order or in other annexes. Examples are restrictions on artillery registration (which appear in the artillery annex) and on radio silence (which appear in the signal annex). These items may also be included in the counterintelligence paragraphs of the intelligence annex.

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7. REPORTS AND DISTRIBUTION.

- a. Period to be covered by routine reports, and distribution.
- b. Routine and special reports required from subordinate units.
- c. Periodic or special conferences of intelligence officers.
- d. Distribution of special intelligence studies, such as defense overprints photo intelligence reports, and order of battle overlays.
- e. Special intelligence liaison when indicated.

Commander

Appendixes: Material of limited interest, or which involves considerable detail, may be included in appendixes to the annex. Common appendixes include Enemy Situation Map or Overlay; Intelligence Summaries; Map Distribution Table; Tide, Moon, and Sun Tables; and Special Theater Studies.

Distribution: Usually same as operation order. The annex is not necessarily distributed with the operation order. It may accompany it; it may be issued before or after the operation order.

Authentication: The G-2 of the issuing unit personally signs his last name.

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Example 22. Intelligence Annex--Army.

CLASSIFICATION

Fourth Army
APO 416, US Army
261400 Aug__

Annex 2 (Intel) to Opn 0 5

Map: SPAIN, 1:250,000, CORDOBA and GRANADA sheets.

1. **SUMMARY OF ENEMY SITUATION.**—See G-2 Pd Rept, this hq, 261000 Aug__.
2. **ESSENTIAL ELEMENTS OF INFORMATION.**
 - a. What is str, disp, composition, ident of en forces, and nature of def instl, in obj area?
 - b. Will en reinf his units in obj area? If so, when, where, and with what forces?
 - c. Will en interfere with our conc? If so, when and with what forces or means?
 - d. Will en atk? If so, when, where, and with what forces? Particular attn is dir to an atk on our E flank.
 - e. Will en defend? If so, where and in what str, and where are possible delaying or def psn?
 - f. Will en withdraw? If so, when, to what psn, and in what str?
3. **RECONNAISSANCE AND OBSERVATION MISSIONS.**
 - a. Orders to subordinate and attached units.—In gen, all corps and army trp will consider EEI in para 2 above as basic directives for their coll effort. In addition specific orders are:
 - (1) I Corps.—Rept as obtained info as to the cond of banks, loc of obstacles and mines not already rept along the EBRO River from LINARES to JUAREZ.
 - (2) II Corps.—Rept as obtained any evidence of grouping of en armor and inf units into a mbl res in zone. Particular attn is dir to en 49th Armd Div and 160th Inf Div.
 - (3) III Corps.—Same as (1) along EBRO River from JUAREZ to CALEXIO.

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- (4) Army Arty.
 - (a) Rept as obtained any unusual grouping of en arty including loc, str, and composition.
 - (b) Consol en air activity rept every 8 hr in accordance with army SOP.
- (5) Army Engr Comd.—Rept as obtained info as to cond of portion EBRO River in the army zone including obstacles and mines not already rept. Coordination with engr recon agencies of corps and adjacent armies is dir.
- (6) 114th Sig Int Svc Det.—SOP.
- b. Requests to higher, adjacent, and cooperating units.
 - (1) 13th Army Gp.—Rqst info as soon as practicable regarding—
 - (a) Str, composition, tac disp of en def instl and trp in Fourth Army zone.
 - (b) Loc, str, composition of all en res in army gp zone which can influence action in Fourth Army zone.
 - (2) Fourth TAF. (For details see app A.)
 - (a) Rqst vis recon mis as shown in overlay 1 to app A.
 - (b) Rqst that rept of results be disseminated to corps and to army by fastest avail means.
- 4. MEASURES FOR HANDLING PRISONERS, CAPTURED DOCUMENTS, AND MATERIAL.
 - a. Prisoners of war.
 - (1) Comd will stress intel value of PW.
 - (2) Surprise raids, and use of tac propaganda on isolated and hopelessly surrounded pockets of en resistance, will be used to the extent practicable.
 - (3) Captured air crew and GM pers will be rept immediately to G-2, Fourth Army, w/o prior interrogation beyond that necessary to establish their identity.
 - (4) All non-Allied pers regardless of connection with Aggressor forces will be considered PW until their status is determined by G-2.
 - (5) Allied escapers and evaders will be processed through PW channels.
 - (6) For routine handling of PW see Annex 8, Pers Plan.

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b. Captured documents.

- (1) All captured documents other than sig and cryptographic will be dlvr to the nearest unit intel off. After fld examination they will be fwd to army G-2. However, documents found in crashed acft or on persons of air PW will be evac with the PW and not retained by units. Captured en codes, ciphers, or cryptographic mat of any description will be dlvr promptly to the army sig off.
- (2) Indiv desiring to retain documents after they have been exploited will atch their names and APO addresses to such documents prior to fwd. Such documents will be rtn after they have been fully exploited by interested mil intel agencies.
- (3) All captured en documents relating to American PW, internees, or any US nationals that have evaded capture by the en or escaped from en contrl will be fwd to the army G-2 w/o delay.
- (4) For routine handling of documents see memo "Handling of Documents," this hq, 011000 Aug 48.

c. Captured material.

- (1) Tech svc intel teams will be utilized to determine desirability and use of en mat for intel purposes.
- (a) Name plates on captured en mat will not be removed by other than tech svc intel team pers.
- (b) Tech svc intel teams will be permitted to enter all dp and salv yards and remove such items as are required.
- (c) All fld tests of captured mat will be conducted under the supervision of tech svc intel team pers.
- (2) Samples of all newly modified or new wpn will be fwd to tech svc intel teams with notification in writing to army G-2.
- (3) Indiv desiring to retain minor equip of mil value will atch their names and APO addresses to such equip prior to fwd. Such equip will be rtn when it is deemed to be no longer of mil value.
- (4) GM launching sites and ctrl mechanisms will be rept immediately.

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- (5) For further info concerning disp of captured
en equip and sup, see Annex 7, Log.

5. MAPS AND PHOTOGRAPHS.

a. Maps.

- (1) Initial and repl issues of the fol according to Fourth Army SOP:
 - (a) SPAIN, 1:25,000, sheets 103 SE, SW, NW, and NE to 108 SE, SW, NW, and NE inclusive. (Photo map.)
 - (b) SPAIN, 1:25,000, sheets as in (a). (Def overprints.)
 - (c) SPAIN, 1:50,000, sheets 901-907, 922-928, 943-949, 965-971, 987-993, 1005-1011, all inclusive.
 - (d) SPAIN, 1:250,000, CORDOBA and GRANADA sheets.
- (2) Time and place of issue in accordance with Fourth Army SOP.
- (3) Except for local sketches, all map repro will be coordinated with the Engr, Fourth Army.

b. Photographs. (For details see app A.)

- (1) Basic cover.—N/C from present issue.
- (2) Intel cover.
 - (a) Army hq.—One set army zone.
 - (b) Each corps.—Five sets corps zone.
 - (c) Army Engr Comd.—One set army zone.
 - (d) Army Arty.—One set army zone.

- (e) First phase PI rept of above coverage to be furn corps and army trp by this hq.

- (3) Rqst for sp photo to be made to army G-2.

c. Terrain models.—When prep: one set per corps, one set per div.

6. COUNTERINTELLIGENCE.

- a. Memo, this hq, "Censorship Regulations," 1 Aug 48, remains in effect.
- b. Ltr, this hq, "Intelligence Targets," 1 Jul 48, will be complied with by all unit comd.
- c. Instr concerning sp CI meas are issued sep.
- d. For routine CI meas see Fourth Army SOP.

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7. REPORTS AND DISTRIBUTION.

- a. The fol rept will be submitted as indicated below by corps and sep units:

<u>Rept</u>	<u>How submitted</u>	<u>Time</u>
(1) Spot rept	Most expeditious means.	At once.
(2) ISUMS	Rad or Tt.	As of 1200 and 2400 daily.
(3) G-2 pd rept	Formal written rept, to be submitted by most rapid means.	Corps and sep units under army close as of 1800 daily, reach army hq by 1930 daily.
(4) Pd CIC Rept	Written form.	At close of 10th, 20th, 30th day of each mo. Div rept will not be consol by corps.
(5) CIC sit rept	As directed by TM 30-215, "Counter Intelligence Corps."	
(6) Weekly G-2 pd rept	Written form. Highlights of prev week.	As of 2400 each Sat.
(7) En air activity	Rad or Tt.	As of 0800, 1600, and 2400, daily.

b. Apropos G-2 publications of this and higher hq to include G-2 est, summaries, info bul, and sp studies will be distr when prep or rec.

c. Distr of rad form intel rept such as COSINTREPS (combined sit-intel rept), and ISUMS (intel summaries) will be arranged as apropos for dir transmission to subor units. ISUMS will cover en action during the pd emphasizing applicable items listed under pd rept.

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d. Corps G-2 are auth to arrange sp ln with G-2 of adjacent corps.

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Gen

App: A - Air Recon (omitted)

Distr: A

OFL: 0001

/s/ Smith

G-2

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Form 10. Logistics Annex.

CLASSIFICATION

Issuing headquarters

Place of issue

Date and time

Annex____(Logistics) to Operation Plan____

Charts or maps:

Task organization: Organization of command by major component.

1. **GENERAL SITUATION.**—Such information of the over-all situation as may be essential to the understanding of the logistical plan.
 - a. **Enemy forces.**—Pertinent information regarding composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. **Friendly forces.**—Pertinent information on the responsibilities of commanders of friendly forces, which have a bearing on the plan.
 - c. **Assumptions.**—Assumptions used as a basis for this plan.
2. **LOGISTICAL MISSION.**—A statement of the task to be performed by the command.
3. **TASKS FOR SUBORDINATE UNITS.**—In separate lettered subparagraphs, give the specific task of each subordinate command.
4. **SUPPLY.**
 - a. **Requirement.**—General statement as to tonnage requirements, levels of supply to be achieved during different periods, and special information on certain items such as water supply in an area where water is scarce.
 - b. **Procurement.**—Information on requisitioning and on local procurement where applicable.
 - c. **Storage.**—Instructions to installations as to mis-

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sions, amounts stored, locations, and types of storage.

- d. Distribution.—Instructions on receipts, shipments, and issues.
- e. Civilian supplies.—Instructions for issuing supplies to civilians.
- f. Salvage.—Instructions on collection, classification, and disposal of salvage.
- g. Captured supplies.—Instructions on reports, collection, segregation, and disposal of captured materials.
- h. Responsibilities.

5. EVACUATION AND HOSPITALIZATION.

- a. Evacuation.—Policies, estimated rates, and channels. (Cover both personnel and animals.)
- b. Hospitalization.—General instructions, locations, capacities, construction, and policies on prisoners of war and civilians. (Cover both personnel and animals.)
- c. Responsibilities.

6. TRANSPORTATION.

- a. General.—General information on responsibilities and policies.
- b. Highways.—Designation of main supply routes, traffic control, and restrictions.
- c. Rail.—Locations, facilities, and restrictions on use.
- d. Water.—Ports and beaches in use and to be placed in use; and facilities and restrictions on shipping. (Separate subparagraphs for ocean, coastal, and inland waterways.)
- e. Pipe lines.—Locations, size, and capacities.
- f. Air.—Policies, airfields, and capacities available.
- g. Movement control.—Instructions for control of movement.

7. SERVICE.

- a. General.—General information on policies and operation.

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- b. Installations.—Locations and facilities.
- c. Construction.—Standards, policies, priorities, and use of civil installations.
- d. Labor.—Civilians, prisoners of war, use, and restrictions.
- e. Real estate.—Acquisition, use, and maintenance.
- f. Maintenance.—Standards and procedure.
- g. Responsibilities.

8. MISCELLANEOUS.

- a. Boundaries.—Locations, present and proposed.
- b. Headquarters.—Locations of headquarters and instructions for movement if required.
- c. Security.—Instructions, protection and defense of installations, and priorities for protection of installations and facilities.
- d. Reports.—Types of reports required, time due, and subject matter covered.
- e. Conservation of supplies.—General instructions to all commanders on guarding supplies and impressing on troops necessity for conservation.
- f. Effective date of plan.
- g. Responsibilities.

Commander

Appendixes

Distribution

Authentication

NOTE.—Any of the above headings and subheadings may consist wholly or in part of references to appropriate annexes and the annexes in turn may be amplified by properly referenced appendixes.

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Example 23. Artillery Annex—Corps.

CLASSIFICATION

II Corps
EILENDORF, GERMANY
181600 Jan_____

Annex 3 (Arty) to Opn 0 21

Map: GERMANY, 1:50,000, DUSSELEDORF-DUISBURG.

Firing Chart: GERMANY, 1:25,000, sheets 4605, 4606, 4607, 4705, 4706, and 4707.

1. Opn 0 21; curr pd intel rept, II Corps.
2. Arty with the corps spt the atk; 60-min prep beginning H-60.
3.
 - a. 1st Inf Div:
Atch: 660th Rkt FA Bn
 - b. 2d Inf Div:
Atch: 650th Armd FA Bn (105-mm how, SP)
 - c. 3d Inf Div:
 - d. 4th Armd Div:
G/S; reinf fires 1st Div Arty.
 - e. 601st FA Gp:
610th FA Bn (155-mm how, TRACDR)
611th Armd FA Bn (155-mm how, SP)
612th FA Bn (8-in how, SP)
G/S; reinf fires 1st Div Arty with two bn.
 - f. 602d FA Gp:
620th FA Bn (155-mm how, TRACDR)
621st Armd FA Bn (155-mm how, SP)
622d FA Bn (8-in how, SP)
Atch: 642d FA Bn (8-in how, TRACDR)
G/S; reinf fires 2d Div Arty with two m bn.
 - g. 603d FA Gp:
630th FA Bn (155-mm gun, TRACDR)
631st FA Bn (8-in how, TRACDR)
632d FA Bn (240-mm how, TRACDR)
G/S; 631st FA Bn reinf 3d Div Arty.

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h. 604th FA Gp:

640th FA Bn (155-mm gun, SP)
641st FA Bn (240-mm, how, TRACDR)

G/S.

i. 651st AAA Gp:

654th AAA AW Bn
655th AAA AW Bn
656th AAA AW Bn
Atch: 637th AAA Opn Det

AA protection Corps Arty.

j. 670th AAA Gp:

620th AAA Gun Bn, Mbl
621st AAA Gun Bn, Mbl

AA def corps zone; priority to AACHEN. Be prep to
reinfr Corps Arty fire on corps O.

k. 20th FA Obsn Bn.—G/S.

x. (1) Psn areas and fire capabilities.—App A.

(2) Fire plans.—App B.

(3) Air obsn.—App C.

(4) Surv ctl pt. —App D.

(5) Registration.—Corps Arty - one gun per bn prior
to prep; Div Arty - as dir by CG;
coordinate with Corps Arty for deception.

(6) Mvmt.—Annex 4, Opn O 21.

(7) VT fuze.—Memo 29, Hq II Corps, 28 Jul.

(8) Silent policy "B" prior to prep. Memo
29, Hq II Corp, 28 Jul.

4. a. Admin O 21.

b. Aval sup rate: 105-mm how - 100.

155-mm how - 80.

155-mm gun - 50.

8-in how - 60.

240-mm how - 20.

5. a. (1) SOI Index 1-66 eff 0001 D-day.

(2) Rad silence.—Corps units - all except Corps Arty
FDC net; Div Arty units - as dir by CG.

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b. CP: App A. Units rept loc.
BY COMD OF LTGEN DUNN:

**BAKER
COFS**

App: A - Opn Overlay
B - Fire Plans
C - Air Obsn
D - Surv ctl pt.

OFL:
/s/ Sinclair
G-3

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Example 24. Engineer Annex—Corps.

(See Example 15, to which this is Annex 4.)

CLASSIFICATION

II Corps
GAMBASSI Q5443, ITALY
030900 Jul _____

Annex 4 (Engr) to Opn 0 5

Map: ITALY, 1:50,000, PISTOLA-CERTALDO.

Task Orgn: App A.

1. a. Annex 1 (Intel) to Opn 0 5.
b. (1) Opn 0 5 and Annex 2, Opn Overlay.
(2) Fifth Army engr trp will const rigid boat pon brg at site Baker and at 040001 Jul will take over road maint in area shown. App B, Opn Overlay.
(3) Corps Arty will furn AAA AW protection at all corps brg sites during const, and will furn AAA gun and AW protection for completed brg.
(4) Corps Sig Bn will furn one wire team each to 501st and 502d Engr C Gp to asst in laying and maintaining wire comm.
2. Corps engr units spt crossing by ferrying, by const of brg, and by maintaining roads in corps zone.
3. a. 501st Engr C Gp:
(1) Spt crossings of 85th Inf Div by operating inf spt raft ferrys at sites Dog and Easy and MYAZ ferrys at site Fox.
(2) Const MYAZ pon brg at site Charlie.
(3) Maintain road net within asg zone until 040001 Jul.
(4) Spt atk of 85th Inf Div on N bank.
(5) Be prep to spt 91st Inf Div if committed.

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b. 502d Engr C Gp:

- (1) Spt crossings of 88th Inf Div by operating inf spt raft ferrys at sites George and How and MYAZ ferrys at site Item.
- (2) Const MYAZ pon brg at sites Able and Baker.
- (3) Maintain road net within asg zone until 040001 Jul.
- (4) Spt atk of 88th Inf Div on N bank.

- x. (1) Protective booms will be const and maintained at all brg sites.
- (2) When ferrying opn are in progress upstream from a brg, a power boat will be prov to prevent stalled ferrys from damaging brg.

4. a. Army Engr SP E-50, vic CERTALDO 06144.

Army Engr Dep E-2, vic CECINA P2132.

b. App C, Almt of Cl IV Equip and Sup.

5. CP: Engr II Corps: GAMBASSI Q5443.

501st Engr C Gp: CASANUOVA Q5957.

502d Engr C Gp: LORENZO Q3955.

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LTGEN

App: A - Task Orgn (omitted)

B - Opn Overlay (omitted)

C - Almt of Cl IV Equip and Sup (omitted)

Distr: A

IV Corps

VI Corps

Twelfth TAF

OFL:

/s/ Butcher

G-3

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Example 25. Signal Annex—Army.

CLASSIFICATION

Sixteenth Army
SHIBUSHI, JAPAN
151800 Dec _____

Annex 5 (Sig) to Opn Plan 7

Map: JAPAN, 1:500,000, KUMAMOTO-OKAYAMA.

1. a. Enemy troops and dispositions.—See Annex 1 (Intel) to Opn Plan 7, Sixteenth Army.
 - b. Own troops, dispositions, and plans.—See Opn Plan 7, Sixteenth Army.
 - c. Command posts:
 - (1) Sixteenth Army - SHIBUSHI.
 - (2) I Corps - SEUYOSHI.
 - (3) II Corps - NAKAMURA.
 - d. Axis of communication:
 - (1) Sixteenth Army: SHIBUSHI—YATSUSHI—KURUME.
 - (2) I Corps: SEUYOSHI—KOBAYASHI—HIRAKA—OMUTA.
 - (3) II Corps: NAKAMURA—MIYANO—HINAGU—WAIFU.
 - e. Existing comm fac which may be avail in en territory are:
 - (1) Rad, App A.
 - (2) Wire, App B.
 - (3) Power, App C.
2. Sig units will prov comm for Sixteenth Army in accordance with theater sig instr, Sixteenth Army SOI and SOP, as modified or supplemented by this annex.
3. a. 16th Sig Opn Bn will install, operate, and maintain the comm system of Sixteenth Army hq.
- b. 27th Sig Const Bn will rehab and establish open wire circuits for pipe lines and RR as indicated in App D, Wire Comm Plan.
- c. 30th Sig Const Bn will rehab and establish wire circuits from army to I and II Corps as indicated on overlay 2 (App D).

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- d. 220th Sig Dep Co will operate army sig dep and maintain stocks, as indicated in Annex 4 (Log) to Opn Plan 7, Sixteenth Army.
- e. 93d Sig Rep Co will establish hq in vic of sig dep (see Annex 4 (Log) to Opn Plan 7) and will dispatch mbl rep teams as dir by Sig Off, Sixteenth Army.
- f. 103d Sig Photo Co, under dir of army Sig Off, and in accordance with existing photo policies, will prov photo coverage for army.
- g. 215th Sig Opn Co will take over and rehab the fixed wire plants at YATSUSHI and KURME.
- h. 56th AGL Co.—SOP.
- z. (1) Wire comm.
 - (a) Spiral-four cable will not be used below corps hq except as extension of army-corps axis.
 - (b) The greatest possible use will be made of existing poles and wire in establishing comm.
 - (c) Adv units (corps sig off) have been instr to cut wire lines leading into en territory. This includes tp, tg, and RR dispatch lines. The rear end of the en portion of such lines will be short-circuited and grd.
- (2) Rad.
 - (a) Rad circuits to be established and operated are indicated in App E.
 - (b) Jamming of en rad channels will be resorted to only upon dir of this hq.
 - (c) Existing fixed rad instl will be seized and secured but not used by tac army units. Loc of such sta will be rept to Sig Off, Sixteenth Army.
- (3) Visual comm.—See SOI.
- (4) Comm cen and msgr.—See SOP and SOI.
- (5) Cryptographic.—See App F, Cryptographic Plan.
- (6) Time.—Time I (item) will apply.

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4. a. Supply.

(1) See Admin O 8, Sixteenth Army.

(2) Every effort will be made to conserve rad batteries due to curr shortage in theater.

b. Repair.—SOP.

5. COMMAND AND SIGNAL MATTERS.

a. Index 4, SOI, Sixteenth Army.

b. Sig Off, Sixteenth Army, will be located at SHIBUSHI.

BROWN

LTGEN

App: A - En Rad Fac (omitted)
B - En Wire Fac (omitted)
C - En Power Fac (omitted)
D - Wire Comm Plan (omitted)
E - Rad Comm Plan (omitted)
F - Cryptographic Plan (omitted)

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/s/ Smith

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Example 26. March Table—Armored Division. (See Example 14, to which this is annex 1.)

CLASSIFICATION

21st Armd Div
HAHARA, JAPAN
011030 Jan _____

Annex 1 (March Table) to Opn O 14

Maps: JAPAN, 1:250,000, TOKYO-HITACHI; and Opn Overlay.

1	2	3	4	5	6	7	8	9	10	11	12
Serial No.	Orgn and Comd	Present Loc	Route	Loc by 020400 Jan	March			Contl of Mvmt			Remarks
					Rate (mph)	Type	Time Length (min)	Loc of Critical Pt	Earliest Arrival Time ²	Latest Clearance Time ²	
1	CCA BRIGGEN J H Jones	83.8-06.2	Red	82.8-37.3	10	Close Colm	69	RJ83.8-06.2 (IP) RJ81.6-37.1 (RP)	2030	2145 0045	
2	Div Arty Col C I Smith	83.2-05.1	Red	84.6-36.1	10	Close Colm	37	RJ83.8-06.2 (IP) RJ81.6-37.1 (RP)	2200 0100		
3	CCB BRIGGEN S R Brown	85.6-07.1	Blue	86.2-36.7	10	Close Colm	69	RJ87.1-06.8 (IP) CR86.8-38.1 (RP)	2030	2145 0030	
4	Res Comd Col R W Lewis	86.1-06.3	Blue	86.5-34.5	10	Close Colm	71	RJ87.1-06.8 (IP) CR86.8-38.1 (RP)	2200 0045	2320 0205	

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Only 4 serials shown, 2 on each route. Other serials would be shown similarly. ² Enter a time only where interference is possible.

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Section V. STANDING OPERATING PROCEDURE

Example 27. Standing Operating Procedure—Infantry Division.

CLASSIFICATION

1st Inf Div
FT LEAVENWORTH, KANS
10 Jan 19__

1. GENERAL.

- a. Purpose.—This SOP standardizes normal procedures; it applies unless otherwise prescribed.
- b. Unit procedure.—Subor units issue SOP to conform.

2. ORGANIZATION.

- a. General.—Formation of CT for marches and dev.
- b. Special.
 - (1) Recon ech: 1st Recon Co, Engr Recon Sec.
 - (2) CT 1: 1st Inf; 1st FA Bn; Co A, 1st Engr C Bn; Btry A, 1st AAA AW Bn.
 - (3) CT 2: 2d Inf; 2d FA Bn; Co B, 1st Engr C Bn; Btry B, 1st AAA AW Bn.
 - (4) CT 3: 3d Inf; 3d FA Bn; Co C, 1st Engr C Bn; Btry C, 1st AAA AW Bn.
 - (5) Div Trps: Div Hq & Hq Co (-), 1st Sig Co (-), Div Arty (-), 1st MP Co (-), 1st Hv Tk Bn, 1st Engr C Bn (-), 1st Med Bn.
 - (6) Div Tns: Rear Ech, Div Hq & Hq Co; Det, 1st Sig Co; Det, 1st MP Co; 1st QM Co; 1st Ord Maint Co; 1st Repl Co; 1st Inf Div Band; Fld Tns

3. PERSONNEL.

- a. Strengths, records, and reports.—Daily str summaries to Div G-1 by 2100 for 24 hr ending 1800.
- b. Replacements.—Annex 1, Repl.
- c. Prisoners of war.
 - (1) PW establish div coll pt near MSR.
 - (2) PW by CT to div coll pt.
- d. Morale and personnel services.—Hold mail at APO when suspended.

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- e. Civil affairs-military government.—Units hold civ in place initially. Modifications later.
- f. Procedures.—Battlefield promotions to div hq by 1200 daily.
- g. Interior management.—Qrtg is unit responsibility. Coordinate with CAO when in towns.
- h. Civilian employees.—Rqst for civ labor to div by 1200 daily.

4. INTELLIGENCE.

a. Combat intelligence.

- (1) Unit rept 24 hr ending 1800 to div hq by 1930.
- (2) One IPW team per regt or CT. Interrogation of PW by IPW teams. Rush selected off and NCO to PW coll pt. No food, water, cigarettes to PW before interrogation.
- (3) Flash warnings rept approach en armd, avn, naval, or landing craft, abn trp.
 - (a) Rept by code as prescribed in SOI; otherwise in clear.
 - (b) Standard sound warnings improvised by units to alert trp in vic.
 - (c) Flash warnings will be fol by urgent msg giving aval details.

b. Counterintelligence.—No marked maps fwd of bn CP. Carried by off only. Repro prohibited.

c. Tactical propaganda.—Rept number of PW carrying leaflets.

d. Escape and evasion.—Escapees to div PW coll pt w/o delay for processing.

5. OPERATIONS.

a. Security.

- (1) Div coordinates def against armd, air, abn atk.
- (2) Rear area coordinated by div hq.

b. Movement.

- (1) Gen.—CT prov own scty. Recon of routes, biv, assy and STGAR, and tfc contl and guides are a responsibility of maj units, sup-

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plemented and coordinated by div. Rept hourly loc heads of march serials in mi from IP.

(2) Mtr mvmt.—Normally under cover of darkness, blackout.

(a) At night.—Close colm (75 veh per mi) at 10 mph.

(b) In daylight.—Open colm (20 veh per mi) at 15 mph.

(c) Halts.—10 min on each hr.

(d) Adv (qrtg) parties.—Min consistent with rqmt of sit. Precede div.

c. Combat.

(1) CT formations cease on div O.

(2) Contacts right to left.

6. LOGISTICS.

a. Supply.

(1) Class I.—Rat cycle begins with supper. Extra: one indiv combat rat in mtr veh of div; two indiv combat rat on veh for each indiv in recon units.

(2) Class III.—Orgn rept shortages to Div QM for 24 hr ending 2359 by 0600 daily.

(3) Class V.—Drawn from ASP on trans O from DAO.

b. Evacuation.—Orgn rept loc coll sta to Div Surg.

c. Transportation.

(1) Orgn furn trk, formed into mtr units with pers as fol:

One off to each 20 to 30 veh.

Driver and asst per trk including 1 NCO for each 6 to 9 trk.

Maint det when number of trk exceeds 12.

(2) Unit and svc tn, including ammo trk, prep to dp loads in biv area on 30-min notice.

d. Service.

(1) Equip of tech svc to designated spt units for fld maint.

(2) Loc of svc instl to be rept by tech svc off.

e. Miscellaneous.—Sp log rept when called for to Div G-4 as of 1800 prior to 2400 same day.

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7. COMMAND.

- a. Command posts.—During mvmt at heads of main bodies.
During combat inf regt or CT prescribed by div. Rept mvmt to new loc.
- b. Liaison officers.—Sent by recon co, inf regt, div res, atch units to div. Laterally between CT or inf regt.
- c. Signal communication.
(1) During mvmt, principal route of maj unit is its AXSIGCOM.
(2) Det div sig co accompanies each CT or inf regt.
- d. Orders.
(1) Brief opn O will be limited in distr to maj units only; others informed by comd or ln off.
(2) Distr A when used includes the fol:
- | | |
|---------------------|--------------|
| Corps (or army) | Sig Co |
| Atch units | MP Co |
| Recon Co | Ord Maint Co |
| Each Inf Regt or CT | QM Co |
| Div Arty | Repl Co |
| Med Bn | Band |
| Engr C Bn | Staff |
| Hv Tk Bn | File |
| Div Hq Co | |
- e. Attached, supporting, or assisting units.—Orders atch a unit to another unit or comd or dir a unit to spt or asst another unit or comd carry the auth for the units or comd concerned to communicate for the arrangement of pertinent details.

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Annex: 1 - Repl

Distr: A

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/s/ Caps
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APPENDIX IV

STAFF RECORDS, REPORTS, AND STUDIES

Section I. STAFF RECORDS

Example 28. Staff Section Journal—Infantry Division.

CLASSIFICATION

G-3 Sec, 34th Inf Div

TOKYO, HONSHU

202400 Jul 19

to

212400 Jul 19

Time		Serial number	Time dated	Incidents, msg, orders, etc.	Action taken
In	Out				
*	*	*	*	* * *	*
1240		31	1225	<u>135th Inf</u> - Closed assy area 1215.	M-S
	1245	32		<u>201st Hv Tk Bn</u> - Move w/o delay to OMIYA. Priority on roads S of OMIYA.	M-S
		33		Wea warm, slight overcast.	
		34		CG and G-3 to 133d Inf 1305; expected rtn 1430.	
1315		35	1305	<u>168th Inf</u> - Closed assy area 1300.	M-S
1345		36	1330	<u>34th Engr C Bn</u> - Brg at (589-924) ready for tfo 1500.	M-S-T
	1410	37		<u>133d Inf</u> - TOBE-KIMURA road opens 1500.	M-S-T
1520		38	1500	<u>34th Inf Div Arty-Trp</u> colm bombed vic IWASE.	M-S-T
		39		Opn O 10 issued 1630.	F
	1700	40		<u>168th Inf</u> - Rept contact 1st Inf Div.	T
	1715	41		<u>34th Hv Tk Bn</u> - Atch 133d Inf 1745 vic TOCHIHI	M-S-T
	1730	42		<u>133d Inf</u> - 34th Hv Tk Bn atch 1745.	M-S-T
1815		43	1800	<u>133d Inf</u> - Rqst engr asst const tk routes.	M-S-T
*	*	*	*	* * *	*

LEGEND: M- Map; S- Staff; T- Troops; F- File.

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Example 29. Staff Section Work Sheet.¹

CLASSIFICATION 1		2. Replacements	
G-1 WORK SHEET		1. Strengths, Records, and Reports	
From: _____ hour and date		3. Discipline, Law and Order	
To: _____ hour and date		4. Prisoners of War	
Headquarters: _____		5. Burials and Graves Registration	
Place: _____		6. Morale and Personnel Services	
		7. Civil Affairs-Military Government	
		8. Procedures	
		9. Interior Management	
		10. Civilian Employees	
		11. Miscellaneous	
CLASSIFICATION 2			

¹The example illustrated is one used by a personnel section. Work sheets used by other staff sections will be indexed to fit the needs of the particular section.

¹The classification will be stamped at the top and bottom of each page.

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Section II. REPORTS

Form 11. Unit Report.¹

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Unit Report No. _____

Period covered: (date and time to date and time).

Charts or maps:

(Omit subparagraphs not applicable.)

1. **ENEMY.**—(Indicate on map or overlay where possible.)
 - a. Units in contact.
 - b. Enemy reserves that can affect our situation.
 - c. Brief description of enemy activity during period covered by report.
 - d. Brief estimate of enemy strength, material means, morale, and his probable knowledge of our situation.
 - e. Conclusions covering courses of action open to the enemy which can affect our mission (including the effect of time, space, terrain, present known dispositions, and other factors on each such course of action) and the earliest estimated time at which the enemy can put each into effect.

2. **OWN SITUATION.**

- a. Our front line or most advanced elements.
- b. Location of troops, command posts, boundaries.
- c. Location of adjacent units and supporting troops.
- d. Brief description of our operations during period covered by report so that higher headquarters may grasp and understand the picture presented.

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¹ This report will be submitted in form and detail and at intervals prescribed by the headquarters requiring the report.

² It is common practice to report statistical data for short periods by means of coded headings in an abbreviated form of report.

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- e. Concisely worded estimate of the combat efficiency of our command.
- f. Results of operations during the period covered by the report.

3. ADMINISTRATION.—(Indicate on map or overlay where possible.)

a. Personnel.

- (1) Strengths, records, and reports.
- (2) Replacements.
- (3) Discipline, law and order.
- (4) Prisoners of war.
- (5) Burials and graves registration.
- (6) Morale and personnel services.
- (7) Civil affairs—military government.
- (8) Procedures.
- (9) Interior management.
- (10) Civilian employees.
- (11) Miscellaneous.

b. Logistics.

- (1) Supply.
- (2) Evacuation and hospitalization.
- (3) Transportation.
- (4) Service.
- (5) Miscellaneous.

4. GENERAL.—Pertinent comments not covered elsewhere.

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Form 12. Periodic Personnel Report.

CLASSIFICATION

Issuing headquarters

Place of issue

Date and time

Periodic Personnel Report No. ____

Period covered: (date and time to date and time).

Charts or maps:

1. **STRENGTHS.**—Authorized and assigned strengths at close of period, and location of units (assigned and attached units listed separately). Gains during period: replacements, hospital returnees, and others. Losses during period: battle, nonbattle, and key officers and enlisted men who have become casualties.
2. **REPLACEMENTS.**—Requisitions outstanding, credits, qualifications, and status of replacements.
3. **DISCIPLINE, LAW AND ORDER.**—Military discipline, military justice, comments on straggling, and any unusual problems concerning law and order.
4. **PRISONERS OF WAR.**—Numbers of prisoners of war captured during period (listed by capturing units), and comments on any unusual events or conditions.
5. **BURIALS AND GRAVES REGISTRATION.**—Organization burials completed and uncompleted for both own and enemy dead, numbers of dead including identified and unidentified, and locations of cemeteries.
6. **MORALE AND PERSONNEL SERVICES.**—Concise statement of status of morale within units, including factors contributing toward good and poor morale conditions; tabulation of personnel visiting leave centers and personnel receiving decorations; and summary of other personnel services provided.

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7. **CIVIL AFFAIRS—MILITARY GOVERNMENT.**—Concise statement of civilian situation within the unit area.
8. **PROCEDURES.**—Discussion of any unusual situations or problems concerning classification, assignment, reclassification, and management of personnel as individuals.
9. **INTERIOR MANAGEMENT.**—Standards of shelter throughout the area, and use by the headquarters of private and nonmilitary public buildings.
10. **CIVILIANS EMPLOYEES.**—Numbers and uses of civilians employed by the unit.
11. **MISCELLANEOUS.**—Important engagements participated in, and names of individuals distinguishing themselves in such engagements. Add (as an annex) photographs of personnel and important scenes or events bearing on personnel activities.

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Example 30. Periodic Personnel Report—Infantry Division.

CLASSIFICATION

25th Inf Div
NAKASHINDEN (681-510), HONSHU
021700 Nov 19__

Periodic Personnel Report No. 15

Period covered: 010001 to 312400 Oct 19__.

Map: CENTRAL HONSHU, 1:50,000, KOGA-KANUMA.

1. STRENGTHS.

a. Authorized and assigned strengths.

(1) Asg units.

Unit	Loc	Auth str			Asg str		
		Off	WO	EM	Off	WO	EM
Div Hq	Nakashinden						
73d Inf	(681-510)						
74th Inf							

Total

(2) Atch units.—None

b. Gains during pd.

(1) Asg units.

Are or svc	Repl	Hosp returnees			Others		
		Off	WO	EM	Off	WO	EM
Inf							
Arty							
Engr							

Total

(2) Atch units.—None.

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c. Losses during pd.

Number of losses

Off

WO

EM

(1) Battle casualties

(a) KIA

(b) DOW or injuries
rec in action

(c)

(d)

Total

(2) Nonbattle casualties

(a) Disease

(b) Injuries not resulting
from en action

(c)

Total

(3) Admin losses

(a) Trf

(b) Rotation

Total

(4) List of key pers who become casualties.

Name

Rank

Pos occupied

Nature of casualty

2. REPLACEMENTS.

a. Requisitions outstanding.—Rqn for 15 off and 350 EM were outstanding at the close of the pd.

b. Comments.—Off and enl repl rec during this pd have possessed the necessary physical and tech qual required. Twenty-five hosp returnees not possessing physical qual for rtn to prev asg were reassigned to duties which they are capable of performing.

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3. DISCIPLINE, LAW AND ORDER.

a. Discipline.

Off WO EM

- (1) AWOL
- (2) Desertion
- (3) Looting
- (4) Other

b. Justice.

- (1) CM (tried)
- (2) Charges preferred (not tried)

c. Comments.—No unusual problems concerned with law and order encountered. Straggling is at a min.

4. PRISONERS OF WAR.

a. Enemy captured during period.

Off WO EM

- (1) 73d Inf
- (2) 74th Inf
- (3) 75th Inf

Total

b. Comments.—No unusual events or cond.

5. BURIALS AND GRAVES REGISTRATION.—See Annex 1, Burials.

6. MORALE AND PERSONNEL SERVICES.

a. Morale in all units of the div is good. Success of opn, lv quotas, prompt award of decorations, and battlefield promotions contribute to this healthy cond.

b. Personnel visiting theater recreational area.

- (1) Off:
- (2) WO:
- (3) EM:

c. Personnel visiting army leave center.

- (1) Off:
- (2) WO:
- (3) EM:

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d. Decorations awarded.

- (1) SS:
- (2) LM:
- (3) BSM:
- (4) PH:

(See Annex 2 for names of indiv rec awards.)

7. CIVIL AFFAIRS—MILITARY GOVERNMENT.—Div has operated in rural areas. No large communities have been uncovered. Battle damage is not extensive. There is sufficient food and fuel to meet curr rqmt. Health cond and fac are sat.

8. PROCEDURES.—See para 2b.

9. INTERIOR MANAGEMENT.—Nothing to rept.

10. CIVILIAN EMPLOYEES.—None.

11. MISCELLANEOUS.—See Annex 3.

RUSSELL
MAJGEN

- Annexes: 1 - Burials (omitted)
2 - Indiv Rec Awards (omitted)
3 - Misc (omitted)

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/s/ Cooke
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Form 13. Periodic Intelligence Report.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Periodic Intelligence Report No. ____

Period covered: (date and time to date and time).

Charts or maps:

(Omit paragraphs and subparagraphs not applicable.)

1. ENEMY SITUATION AT END OF PERIOD.—(Show on map or overlay when possible.) Give a short resume of the enemy situation including location, identification, strength, organization, disposition, and movement of enemy forces (including reserves), and installations for administrative support.
2. ENEMY OPERATIONS DURING PERIOD.
 - a. Summary.—Give a short resume of the operations of enemy forces as a whole, stressing the significance of developments indicating the continuation of a particular course of action, or the adoption of a new course of action.
 - b. New enemy tactics, and weapons or other materiel.
 - c. Operations of enemy component elements.
 - (1) Air forces.
 - (2) Administrative units.
 - (3) Antiaircraft defenses.
 - (4) Antitank units.
 - (5) Armored units.
 - (6) Artillery (including rockets).
 - (7) Cavalry.
 - (8) Chemical warfare.
 - (9) Engineers.
 - (10) Guided missiles.
 - (11) Infantry.

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(12) Reconnaissance.

(13) Other elements (list alphabetically in separate subparagraphs).

3. OTHER INTELLIGENCE FACTORS.

- a. Estimated enemy losses (prisoners and casualties).
- b. Enemy combat efficiency.
- c. Morale.
- d. Status of enemy administrative support.
- e. Location and nature of enemy administrative installations.
- f. Weather.
- g. Terrain and defensive works.
- h. Any pertinent intelligence factor not otherwise covered.

4. COUNTERINTELLIGENCE.—Short resume of counterintelligence situation during the period.

- a. Espionage.
- b. Sabotage.
- c. Political.
- d. Propaganda and rumors.
- e. Miscellaneous.

5. ENEMY CAPABILITIES.

- a. Enumeration of all courses of action which the enemy is physically capable of adopting and which if adopted will affect the accomplishment of the mission of the command.
- b. Discussion and analysis of subparagraph 5a.
- c. Conclusions as to relative probability of adoption of enemy capabilities.

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Example 32. Periodic Intelligence Report—Comps.

CLASSIFICATION

I Corps
ZELLE, BUTTANO
072300 Jun 19__

Periodic Intelligence Report No. 31

Period covered: 061800 to 071800 Jun.

Map: BUTTANO, 1:50,000, ZELLE-PAGT.

1. **ENEMY SITUATION AT END OF PERIOD.**—See Annex 1, En Sit.

2. **ENEMY OPERATIONS DURING PERIOD.**

- a. Summary.—En resistance to our atk intensified during the pd. In addition to delaying stubbornly on all suitable terrain, the Aggressors launched several strong catk. DATO was retaken at 0700 by an en force est at 2 bn, spt by 10 tk. On our right flank, an atk of bn str was defeated in its attempt to regain Hill 365. Indications of increased def const N of the LUNO River favor a deliberate def in that area by Aggressor. PI and IPW rept state that extensive mine fld and AT ditches are being const along the line SERE—Hill 425—MARD, where wired-in entrenchments and emplaced AT wpn already exist.

b. Operations of enemy component elements.

- (1) AF.—Fifteen m bmr atk our rear area sup instl at 2315. Their bombing ignited a gas dp at ERGE and destroyed 12 veh in a mtr park near FERDO. En air increased its grd atk during the afternoon by bombing and strafing fwd elm in grid squares G0036, G1434, and G2735. A total of six atk were made at very low altitude by two to six ftr per atk.
- (2) AT units.—En AT wpn in the DATO and ALERTE areas were eff employed in conjunction with hastily const mine fld. Other AT guns of both 75-mm and 105-mm cal were sited in depth along Hwy 101 N and S of FERDO.

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(3) Arty.—A lt amount of harassing arty fire was rept near Hill 365 prior to 1500. During the remainder of the pd, a considerable increase in firing was used in this area to spt a catk. Our adv units vic ALERTE rec moderate harassing fire throughout the day. The greatest number of en arty mis occurred near DATO, where the bulk of these conc were fired in spt of the units engaged in retaking and then defending that village. The capture of fwd obsr of the 20th Arty Div furn the first ident of that unit on our front. New loc of en arty are near MARD and RUSTA.

(4) Engr.—Brg along Hwy 101 at G007391, G013421, and G012442 are rept prep for dml. New mine fld are located S of DATO and ALERTE at G004364, G009358, and G043337. PW state that greatly increased mine-laying activity is in progress N of the LUNO River near Hill 425.

(5) Inf.

(a) 1st Inf Div.—Elm of Aggressor 47th and 62d Inf cont to delay in the Hill 365-Hwy 101 area. Although driven from Hill 365 by 1000 this morning, the en launched a strong catk of bn str shortly after 1200. Bitter fighting cont through the rest of the pd with the en being unsuccessful in his attempt to retake the hill. Resistance along Hwy 101 consisted of defending successive strong pt until forced from them, and also by using small-scale catk of plat str.

(b) 2d Inf Div.—The lightest en resistance to our corps' gen atk was encountered in the ALERTE sector. Aggressor 1st and 2d Bn of the 54th Inf delayed along the low ridges in this area, with scattered SA fire and a lt amount of mort and arty spt. By 1600 the en had withdrawn to a strong psn on the KUNA ridge which he cont to hold at the close of the pd.

(c) 3d Inf Div.—The town of DATO furn the area of heaviest fighting in our corps zone. This town was recaptured by elm of the Aggressor 60th Inf.

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at 0700 and cont in en hands during the day. Bitter street and house-to-house fighting was used by the Aggressors in their determined effort to keep possession of the excellent comm net ctl by DATO.

3. OTHER INTELLIGENCE FACTORS.

- a. Estimated enemy losses.--During the pd, 317 PW were captured and 143 were rept killed. Eff combat str of the Aggressor 12th and 14th Inf Div is est at 80 percent.
- b. Enemy combat efficiency.--Combat efficiency of the en units on our front is est as excellent.
- c. Morale.--Excellent.
- d. Location and nature of enemy administrative installations.--A large ammo dp is rept located in the woods E of TAXA, and the 12th Inf Div rear ech instl are in WACO according to PW. Civ state a large gas dp is in the forest N of VELLE and also that a mine dp is located at G047463.
- e. Weather.--Forecast 7 and 8 Apr, cloudy with scattered cumulus clouds at 3,000 ft. Ceiling unlimited. Visibility 8-10 mi. Winds gen S to SE, 5-7 knots. Temperature to vary between 52°F and 76°F.

4. COUNTERINTELLIGENCE.

- a. Espionage.--Two Aggressor agents captured at RJ V972182 by the 3d Inf Div. They confessed that their mis was to determine our unit ident, loc, and mvmt vic DATO. The agents had instr to contact friendly armed gp for necessary papers and passes.
- b. Sabotage.--First Army rept that censorship of civ mail reveals strong subversive elm among trans workers in the city of AUSTIN.
- c. Propaganda and rumors.--Aggressor fired about 100 shells containing propaganda leaflets into DATO at 1920. The leaflets stressed the futility of defending DATO and promised safe passage of lines for all who would surrender.

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5. ENEMY CAPABILITIES.

a. Enumeration of capabilities.

- (1) The en can cont to delay on successive psn between the line of contact and the SERE--Hill 425--MARD line with three-plus inf regt spt by eight arty bn.
- (2) The en can launch catk anywhere along our front now with the forces mentioned above.
- (3) The en can defend the SERE--Hill 425--MARD psn with the forces listed above upon withdrawing to that area.
- (4) The en can reinf any one of the preceding courses of action with an est inf regt at OPEL and an est inf regt at PAGT by 080135 Apr on foot and by 071900 Apr mtz, and with the fusilier div at KYLE by 080210 Apr mtz.
- (5) First Army est, Wea permitting, the en AF can atk our fwd area instl with a striking force of 80 ftr and 30 m bmr. This force can mount a max of 240 ftr sorties and 60 m bmr sorties daily.

b. Discussion and analysis of courses of action.

- (1) The en has displayed increased resistance by deliberate delaying action and by his employment of catk forces. Mine fld, road blocks, skillfully deployed AT wpn both in the en fwd area as well as those located to the rear indicate that his most likely course of action will be to delay on successive psn. Loc and employment of local res in a catk role also spt this course of action.
- (2) The more determined stand in the SERE--Hill 425--MARD area is indicated as the next most likely course of action. PW rpt, which are confirmed by air recon, indicate that increased def instl are being const in that area. Loc of main en sup dp in rear of this psn also favor this course of action.

c. Relative probability of adoption of enemy capabilities
The order of adoption by the en of the capabilities enumerated in subpara 5a is believed to be:

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First: 5a(1) concurrent with 5a(4) and 5a(5).

Second: 5a(2) concurrent with 5a(4) and 5a(5).

Third: 5a(3) concurrent with 5a(4) and 5a(5).

ABLE

MAJGEN

Annex: 1 - En Sit (omitted)

Distr: X

OFL:

/s/ Eckles

G-2

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Example 33. Periodic Operations Report—Infantry Division.

CLASSIFICATION

1st Inf Div
RJ (588.0-952.2)
190100 Dec 19____

Periodic Operations Report No. 18

Period covered: 172400 to 182400 Dec 19____.

Map: KYUSHU, 1:50,000, SHIBUSHI-MIYAKONOJO.

1. OWN SITUATION AT END OF PERIOD.—Annex 1, Sit Overlay.
2. INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS.—Air bomb of en psn N of HISHITA-GAWA between 0630 and 0645.
3. OWN OPERATIONS FOR PERIOD.
 - a. Infantry.
 - (1) 1st and 2d Inf atk 0645, crossed HISHITA-GAWA 0715 and adv to present line.
 - (2) 3d Inf (Div Res) moved from vic NAWASE to new assy area NOKUBI, closed 2330.
 - b. Artillery.
 - (1) FA: All bn spt atk.
 - (2) AAA: 1st AAA AW Bn protected Div Arty.
 - c. Armored units.—1st Hv Tk Bn moved from res psn vic USHIGASKO to res psn vic SHIMOGUMI, closed 2300.
 - d. Reconnaissance units.—1st Recon Co protected div E flank.
 - e. Engineers.—1st Engr C Bn improved fords at (592.2-918.3) and (591.4-919.6) and maintained MSR in div zone.
4. COMBAT EFFICIENCY.—Div str 82 percent; casualties 1st Inf 4 percent, 2d Inf 3 percent. Morale excellent. Combat efficiency, excellent.
5. RESULTS OF OPERATIONS.—Div atk at 0645, crossed HISHITA-GAWA 0715, and is now disp as shown on overlay. Prep to resume atk daylight 19 Dec.

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6. **WEATHER.**--Lt rain from 0500 to 0600 had no effect on
opn. Cool and partly cloudy.

KELLER

MAJGEN

Annex: 1 - Sit Overlay (omitted)

Distr: Sp

OFL:

/s/ Adams

G-3

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Form 14. Periodic Logistics Report.

CLASSIFICATION

Issuing headquarters
Place of issue
Date and time

Periodic Logistics Report No. _____

Period covered: (date and time to date and time).

Charts or maps:

(Omit subparagraphs not applicable. This report may include important items of information relative to anticipated activities in addition to those concerning the period covered).

1. LOGISTICAL SITUATION AT END OF PERIOD.—Locations of boundaries, installations, trains, and troops pertaining to supply, evacuation, transportation, service, and miscellaneous operations. (Indicate on map or overlay where possible.)
2. SUPPLY.—(Arrange data in tabular form whenever practicable.)
 - a. Supported strength.—Average strength supported during period in personnel, prisoners of war, civilians, and animals.
 - b. Supply.
 - (1) Levels.—For each installation and each class of supply show authorized level, on hand at start of period, received, issued, on hand at end of period, en route, and remaining credits in supporting installations.
 - (2) Short supply items.—For each item of supply which is critical or of particular importance at the time, show same data as in subparagraph (1).
 - c. Local procurement.—For each service and procurement area, show quantity and value (indicate whether actual or estimated) of material procured locally.

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- d. Miscellaneous.—Captured material, salvage, excess supplies, and special supplies, such as forms and publications, exchange items, civil affairs items, and special service supplies. Include applicable information as in subparagraph 2b.

3. EVACUATION AND HOSPITALIZATION.—(Arrange data in tabular form whenever practicable.)

a. Evacuation.

- (1) Personnel casualties.—On hand at start of period; received from supported units; received from own units; evacuated by air, rail, water, and road; returned to duty; died; on hand end of period; awaiting evacuation by air, rail, water, and road. Include data on Allied, civilian, and prisoner of war patients when indicated.

- (2) Animal casualties.—Similar to subparagraph (1).

b. Hospitalization.—Show beds authorized, assigned, and in operation; bed credits authorized and in use. Cover veterinary stalls when applicable.

4. TRANSPORTATION.—For each pertinent item outline briefly the progress of major movements and bottlenecks.

a. Water.—Similar to subparagraph 4b; ocean, coastal, and inland waterway listed separately.

b. Highway.

- (1) Tonnage of supplies, number of vehicles, and number of persons transported, classified by principal run or local area.

- (2) Transport vehicles and motive power classified by principal run or local area. For each type of vehicle or motive power, show total available, total operating, total deadlined, and breakdown of deadline into echelons of maintenance.

- (3) Terminal operations.—For each show tonnage of supplies; number of vehicles, and number of persons loaded and unloaded; back pile; transport awaiting loading and unloading; terminal equipment available and working.

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- c. Rail.—Similar to subparagraph 4b.
- d. Pipe line.—Similar to subparagraph 4b.
- e. Air.—Similar to subparagraph 4b.

5. SERVICE.—(In some cases the subject may be divided more simply by branch designation.)

- a. Maintenance.—For each service show quantity of principal items or classes of equipment awaiting maintenance on hand at start of period, received, completed, and on hand at end of period.
- b. Construction.—List principal projects showing percent of completion and projected operational and completion data for each.
- c. Installations and trains.—For the principal installations of each service, not covered above, show work load on hand at the start of the period, received, completed, and on hand at the end of the period classified to conform to the class of work performed. List installations opened and closed during period (state location, date, and time).

6. MISCELLANEOUS.

- a. Boundaries.—Activities relative to anticipated changes.
- b. Headquarters.—Activities relative to anticipated changes.
- c. Changes in assignment during period.—Assigned; relieved (show date and time).
- d. Protection.—Losses or damage to logistical activities due to enemy, subversive, or natural causes. State corrective action taken.
- e. Plans.—Receipt and issue of basic logistical plans or instructions. Attach a copy of each administrative order (or changes thereto) issued since the preceding report.

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- f. Other administrative matters.—Logistical matters not otherwise covered, such as exploitation of civilian and prisoner labor.

Commander

Annexes

Distribution

Authentication

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NOTES

1. Periodic logistics reports are never prepared on a map or an overlay.
2. Annexes, consisting of maps, overlays and other data, should be employed to shorten body of the report, whenever practicable.
3. Employ only those abbreviations which are in common usage.
4. The use of coded headings to simplify the transmission of routine statistical data in an abbreviated form of short period report is a common practice, especially in reports from lower units.

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Example 34. Periodic Logistics Report—Infantry Division.

CLASSIFICATION

1st Inf Div
NAKASHINDEN (681-510), HONSHU
181000 Oct 19__

Weekly Logistics Report No. 26

Period covered: 110001 to 172400 Oct 19__.

Map: CENTRAL HONSHU, 1:50,000, KOGA-KANUMA.

1. LOGISTICAL SITUATION AT END OF PERIOD.—Annex 1, Sit Map.

2. SUPPLY.

a. Supported strength.

Div trp.....	13,075
Atch trp.....	807
Subtotal.....	13,882
PW.....	275
Total.....	14,157

Pack mules of prov div	
pack tn.....	426

b. Supply.

(1) Shortages in prescribed and basic loads:

(a) C1 I: 3,250 rat, type 10-in-1 (not aval at army C1 I SP 620).

(b) C1 V: 2,200 rounds 105-mm ammo (not aval at army ASP).

(2) Other shortages, cl II:

(a) QM: 3,648 jackets, fld, M43 (on rqn since 29 Sep 19__).

(b) Sig: 3 rad sets, SCR 399 (on rqn since 2 Oct 19__).

c. Local procurement.—QM purchased six tons of hay for the mules of the prov div pack tn at a total cost of \$60.00.

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3. EVACUATION AND HOSPITALIZATION.—Personnel casualties.

In clr sta start of pd.....13
Rec in clr sta during pd.....28
Evac to rear during pd.....26
Rtn to dy during pd..... 4
Number deaths at clr sta
during pd..... 2
In clr sta close of pd..... 9

4. TRANSPORTATION.—Highway.

- a. Annex 2, Status of Veh.
- b. Thirty-two trk of Div QM Co employed at 170800 Oct to move 3d Bn, 2d Inf, from OKUB (673-512) to vic of HONGO (680-513).

5. SERVICE.

- a. Installations.—Annex 1, Sit Map.
- b. Engineer.—Div Engr Bn inadequate to maintain roads in div area, due to cont rainfall. Additional engr spt has been rqst from corps.
- c. Ordnance.—Insp of div veh by Ord Co teams completed during pd. Maint of veh throughout div is excellent. 2d FA Bn and 1st Bn, 3d Inf particularly commended for the superior cond of their equip.

6. MISCELLANEOUS.

- a. Boundaries.—N/C.
- b. Headquarters.—N/C.
- c. Orders.—Div Admin O 17 issued 171700 Oct.

JONES
MAJGEN

Annexes: 1 - Sit Map (omitted)
2 - Status of Veh (omitted)

Distr: B - Admin

OFL:

/s/ Hotrod
G-4

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Example 35. Periodic Logistics Report—Army.

CLASSIFICATION

First US Army
EUSKIRCHEN 50°40'N, 6°48'E, GERMANY
151000 Apr 19—

Biweekly Logistics Report No. 34

Period covered: 010001 to 142400 Apr 19—.

Maps: BELGIUM, NETHERLANDS, and GERMANY GSGS 4336,
1:100,000, sheets 9 and 13; GSGS 4416, 1:100,000,
sheets R1 and S1.

1. LOGISTICAL SITUATION AT END OF PERIOD.—Annex 1. Sit
Map.

2. SUPPLY.

a. Supported strength.

Army trp.....314,520
PW (grave diggers)..... 110
Civ..... 320

Total.....314,950

Animals (pack mules)..... 2,340

b. Supply.

(1) Levels (in DOFS).

(a) C1 I and III.

Type	Auth level	On hand beginning of pd	Rec during pd	Issued during pd	On hand end of pd	Impairment of auth level at end of pd
10-in-1	2.0	1.75	3.5	3.68	1.57	0.43
C	1.0	.75	1.5	1.59	0.66	0.34
K	1.0	.80	1.5	1.55	0.75	0.25
D	0.5	.40	0.5	0.75	0.16	0.35
Total	4.5	3.70	7.0	7.57	3.13	1.37
Forage	3.0	2.80	7.0	7.00	2.80	0.20
C1 III	6.0	4.4	6.0	5.8	4.6	1.4

(b) C1 II and IV.—Annex 2.

(c) C1 V.—Annex 3.

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(2) Short sup items.—Annex 4.

c. Local procurement.

(1) Tonnage.—The fol were purch locally during the pd:

Item	Allocated for proc	Proc during pd	Proc to date
Pack bd -----	10,000	5,000	5,000
Fresh vegetables -----	1,000 tons	100 tons	500 tons

d. Miscellaneous.

(1) Captured mat.—The fol maj items were captured during the pd:

Svc	Item	Aprx quantity	Released to COMZ	Retained for army use
Cml	Smoke generators -----	10	5	5
Ord	Trk -----	11	0	11
	Staff cars -----	6	0	6
	88-mm gun, SP -----	10	10	0
	Dp, ammo -----	15,000 tons	15,000 tons	0
	Tires, 600x16 -----	500	0	500
Engr	I-beams, 2x4x20 -----	12	0	12
	Iron wire, No. 10 -----	500 lb	0	500 lb
	Lumber, 6x12x20 -----	100 pcs	50	50
QM	Rat -----	20 tons	0	20 tons
	Cans, gas -----	8,000	3,000	5,000
Med	X-ray equip -----	Now being segregated		
Sig	Wire -----	50 mi	0	50 mi

(2) Salv.—The QM shipped 950 tons of salv to COMZ during pd.

3. EVACUATION AND HOSPITALIZATION.a. Evacuation.—Pers casualties.

On hand at beginning of pd.....	2,421
Rec during pd.....	7,121
Evac during pd by road.....	1,975
Evac during pd by rail.....	3,432
Evac during pd by air.....	160
Rtn to dy.....	422
Died in hosp.....	27
On hand at end of pd.....	3,526

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b. Hospitalization.--Bed status.

Auth.....	4,825
Asg.....	4,425
In opn.....	4,425
Vacant at end of pd.....	899

4. TRANSPORTATION OPERATIONS DURING THE PERIOD.**a. Highway.**

- (1) Fifty-four QM trk co trans 44,802 tons of sup
and 34,272 trp an average round-trip dis of
80 mi during the pd.
- (2) Trans veh.

Type	T/E	Aval	Operating	Deadlined	
				Orgn	Fid
2½-ton	2,592	2,421	2,100	200	112

b. Rail.

- (1) Cars rec and unloaded during pd.
- | | |
|---------------------------------|-----|
| On hand at beginning of pd..... | 10 |
| Rec during pd..... | 923 |
| Unloaded during pd..... | 673 |
| On hand at end of pd..... | 260 |
- (2) ZULPICH 50°42'N, 6°35'E cont to be the E
rail terminus for the pd.

c. Pipe line.

- (1) 800,000 gal V-80 gas rec during pd.
- (2) Terminal at EUSKIRCHEN.

d. Air.

- (1) Sup rec in army area by air lift during pd.
- | | |
|---------------|-------------|
| Rat..... | 320,000 |
| Gas V-80..... | 500,000 gal |
| Med sup..... | 26 tons |
| Sig sup..... | 140 tons |

5. SERVICE.**a. Maintenance.**

- (1) Instl.--Annex 1, Sit Map.

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(2) Equip awaiting maint.

Svc	Item	Beginning of pd	Rec	Completed	End of pd
Ord	Trk, 2½-ton	140	25	53	112
	Trk, ¼-ton	120	10	40	90
	Trk, M-4	30	12	15	27
Engr	Bulldozers, G-7	6	0	3	3

b. Construction.—Two-way cl 40 brg at 572358 is 80 per-
cent complete.

6. MISCELLANEOUS.

- a. Boundaries.—N/C in bdry contemplated.
- b. Headquarters.—Rear ech of hq prep to move to
DUREN 50°48'N, 6°29'E on 18 Apr.
- c. Changes in assignment.—401st QM Trk Co rel from
asg, 091700 Apr.
- d. Protection.—Storm on night of 10-11 Apr damaged 10
ward tents of 8th Evac Hosp. Patients were moved to
9th Evac Hosp and 8th Evac Hosp closed.
- e. Plans.—Admin 0 21 issued 121300 Apr.
- f. Logistical matters not otherwise covered.—Recom
for changes in T/O&E of army units are being
consol and studied by G-4.

FOX

Gen

- Annexes: 1 - Sit Map (omitted)
2 - Cl II and Cl IV Sup (omitted)
3 - Cl V Sup (omitted)
4 - Short Sup Items (omitted)

Distr: B--Admin

OFL:

/s/ Rabbit

G-4

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NOTE.—In an actual report, much of the illustrative material used in this specimen
report would appear in more voluminous detail in annexes to the report.

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Example 36. Periodic Logistics Report—Base Section.

CLASSIFICATION

Gen Base Sec
BONE 36°55'N, 7°45'E, ALGERIA
011000 Apr 19__

Monthly Logistics Report No. 10

Period covered: 010001 to 3124000 Mar 19__.

Maps: C&GSC, 1:50,000, BONE.

1. LOGISTICAL SITUATION AT END OF PERIOD.--Annex 1, Map;
Annex 2, Overlay of Log Sit.

2. SUPPLY.

a. Supported strength.

PO	LOS	Tac trp	AP trp	COMZ trp	Repl in dep	Hosp patients	Total trp	PW	Civ	Grand Total
010001 Mar	CBS	—	11,250	30,000	6,000	14,000	61,250	1,250	500	63,000
to	CADSEC	15,000	11,250	30,000	2,000	4,000	62,250	250	250	62,750
152400 Mar	CZ	145,000	22,500	—	4,000	—	171,500	250	—	171,750
	Total	160,000	45,000	60,000	12,000	18,000	295,000	1,750	750	297,500
160001 Mar	CBS	—	11,250	30,000	4,000	12,074	57,324	1,500	500	59,324
to	CADSEC	—	11,250	20,000	2,000	3,000	36,250	250	250	36,750
312400 Mar	CZ	160,000	22,500	—	2,000	—	184,500	75	—	184,575
	Total	160,000	45,000	50,000	8,000	15,074	278,074	1,825	750	280,649

CBS = Central Base Section
CADSEC = Continental Advance Section

b. Supply.

(1) Levels.

(a) QM cl I, II, III, and IV.--Annex 3.

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(b) Ord cl II and IV.—Annex 4. Cl V.—Annex 5.
Veh.—Annex 6.

(c) Engr cl II and IV.—Annex 7.

(d) Cml cl II, IV, and V.—Annex 8.

(e) Sig cl II and IV.—Annex 9.

(f) Med cl I, II, and IV.—Annex 10.

(g) Trans cl II and IV.—Annex 11.

(h) Army exchange, reconditioning, sp svc.—
Annex 12.

(2) Short sup items.—Annex 13.

c. Local procurement.—The est value of reciprocal
aid rec during the pd is \$902,700.

(1) Local proc summary.—Annex 14.

(2) Short sup items.—Annex 15.

d. Miscellaneous.—Salv and captured mat.

(1) QM.—Annex 16.

(2) Ord.—Annex 17.

(3) Engr.—Annex 18.

(4) Cml.—Annex 19.

3. EVACUATION AND HOSPITALIZATION.

a. Evacuation.—Annex 20.

b. Hospitalization.

(1) Bed Status.

Auth.....16,000

Asg.....14,300

In opn.....13,200

Vacant at end of pd..... 2,021

(2) Bed credits.—None.

4. TRANSPORTATION.

a. Water shipping.—Annex 21.

b. Highway.

From	To	Number of veh	Pers hailed	Tons of sup handled	Ton-mi of opn
CBS	CADSEC	2,556	5,324	21,123	238,918
CBS	CBS	1,145	14,021	10,033	55,567
CADSEC	CBS	297	2,042	6,421	83,351

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c. Rail.—Fol is a consist of 213 tn loaded during the pd:

	Trip and impellments	Gas, oil, and lubricants	Veh. includ- ing tk	Rat	Amro	Misc	Total
Wagons	200	45	—	275	130	1591	2241
Flat cars	—	—	14	62	75	25	178
Tk cars	—	12	—	—	—	—	12
Coaches	139	—	—	—	—	—	139
				Total			2,570

d. Air.

(1) Air tonnage into this base sec for the pd.

Mail..... 12.14
Cargo..... 87.93
Pers..... 22.30

Total 122.37

(2) Air tonnage to fwd areas.—Annex 22.

5. SERVICE.

a. Installations.

(1) Mat have been released for the swbd projects for all sta and gen hosp.

(2) GRREG.

Burials as of 28 Feb.....567
Burials during pd.....24

Total.....591

b. Maintenance.—See Annex 23. Tire maint sch for tng enl pers in preventive maint and rep of casings and tubes have been initiated at BONE and PHILIPPE-VILLE 36°52'N, 6°53'E.

c. Construction.

(1) The latest const rept reflecting the status of all maj const opn is atch in Annex 24 and Annex 25.

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- (2) Tent floor const from salv lumber, not included in Annex 24.

Sec const.....452

Sec issued.....542

Sec on hand..... 42

- (3) Mat are beginning to arrive for the projected 6-in pipe line from BONE to LA CALLE.

6. MISCELLANEOUS.

- a. Headquarters --Preliminary surv of BLANDAN 36°48'N, 8°12'E, LA CALLE 36°53'N, 8°26'E, and AIN DRAHAM 36°46'N, 8°42'E indicate an inadequacy of fac and covered stor to house this hq with its attendant activities.

- b. Plans.--Plans are under way for the creation of a sep planning staff for Opn DOGGO

GREEN
MAJGEN

- Annexes: 1 - Map, CGSC, 1:50,000, BONE (omitted)
2 - Overlay of Log Sit (omitted)
3 - Sup-QM Cl I, II, III, and IV (omitted)
4 - Sup-Ord Cl II and IV (less Vehs) (omitted)
5 - Sup-Ord Cl V (omitted)
6 - Sup-Ord Veh (omitted)
7 - Sup-Engr Cl II and IV (omitted)
8 - Sup-Cml Cl II, IV, and V (omitted)
9 - Sup-Sig Cl II and IV (omitted)
10 - Sup-Med Cl I, II, and IV (omitted)
11 - Sup-Trans Cl II and IV (omitted)
12 - Army Exchange, Reconditioning, Sp Svc (omitted)
13 - Items in Short Sup (omitted)
14 - Local Proc Summary (omitted)
15 - Local Proc of Items in Short Sup (omitted)
16 - Salv and Captured Mat - QM (omitted)
17 - Salv and Captured Mat - Ord (omitted)
18 - Salv and Captured Mat - Engr (omitted)
19 - Salv and Captured Mat - Cml (omitted)

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- 20 - Evac of Casualties (omitted)
- 21 - Trans-Water Shipping (omitted)
- 22 - Trans-Air Tonnage to Fwd Areas (omitted)
- 23 - Maint-Consol Summary (omitted)
- 24 - Const-Consol Summary (omitted)
- 25 - Road Status (omitted)

- Distr: 1 - CG, COMZ
1 - CG, CBS
1 - COFS, CBS
5 - Allied Forces in Africa
3 - AG File
1 - Circulate to CBS Svc
1 - G-4
1 - CADSEC
1 - Archives, CGSC

OFL:

/s/ Brown
G-4

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Section III. STAFF STUDIES

Form 15. Tactical Study of the Weather and Terrain.

CLASSIFICATION

Issuing headquarters
Place of Issue
Date and Time

1. PURPOSE AND OTHER LIMITING CONSIDERATIONS.—Consider the purpose for which the study is being made and such other factors as serve to limit the area to be studied or aspects thereof. These factors may include, according to circumstances, the mission, the enemy capabilities, and the commander's decision.
2. GENERAL DESCRIPTION OF THE AREA.
 - a. Climatic or weather conditions.—Depending on the time interval between the preparation of the study and the proposed use of the area, describe existing or predicted meteorological conditions to include precipitation, temperature, fog, cloud conditions, moon phases, winds, sunrise, sunset, and, when appropriate, magnetic phenomena.
 - b. Topography.—Use specially prepared and colored maps or overlays and photographs to illustrate each of the following characteristics, and effect of predicted weather conditions upon them.
 - (1) Relief and drainage systems.—Illustrate by layer-contouring, ridge-lining, hill-topping, or relief-shading the configuration of the ground, including slopes of hillsides, cliffs, bluffs, or critical slopes for personnel and vehicles; and by solid or broken lines and conventional symbols the configuration and condition of streams, including depth, slope, and condition of banks and bottom, as well as the location of crossing sites.
 - (2) Vegetation.—Indicate the location of woods, including types of trees, diameter of trunks, density of planting, and existence of undergrowth, as well as the types of vegetation in nonwooded areas, whether natural or cultivated.

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(3) Surface materials.—Indicate the type and distribution of soils and subsoils in the area and determine the soil trafficability.

(4) Cultural features.—Describe or illustrate the man-made changes in the topography, including roads, railroads, bridges, tunnels, towns, industrial areas, and fortifications.

3. MILITARY ASPECTS OF THE AREA.—From a consideration of the weather and the topography determine the following factors:

- a. Critical terrain features.—Consider any terrain features that appear to be critical for either combatant, such as a dominating hill or ridge, the shoulders of a defile, a highway, a built-up area, or a communications center.
- b. Observation and fields of fire.—Indicate by map the influence of hills, vegetation, fog, night, snow, and precipitation.
- c. Obstacles.—Consider natural and artificial obstacles, such as swamps, dense woods, rivers, unstable soil, mine fields, and other man-made barriers.
- d. Concealment and cover.—Consider the concealment afforded by woods, cultivated fields, fog, night, or snow covered areas, as well as the cover provided by ditches and valleys.
- e. Avenues of approach.—Consider the road and rail net, terrain corridors, cross compartments, and soil trafficability.

4. TACTICAL EFFECT OF THE AREA.—Summarize the effect of the weather and the topography of the area. Consider the principal critical terrain features and the avenues of approach to them, including such factors as suitability for night operations, the use of heavy armor, and special obstacles to be breached, under each of the following headings:

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- a. Effect on enemy capabilities.
- b. Effect on courses of action required to accomplish our mission.

Initiating staff officer
or committee chairman

CLASSIFICATION

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Form 16. Staff Study.

Issuing headquarters¹
Place of issue
Date and time

File No. _____

SUBJECT: (Sufficient for file identification.)

(Omit any paragraph which is not applicable.)

1. **PROBLEM.**—Concise statement of the problem in the form of a mission.
2. **ASSUMPTIONS.**—Any assumptions necessary for a logical discussion of the problem which cannot be accepted and considered as facts. (If you have made no assumptions, omit this paragraph and renumber subsequent paragraphs accordingly.)
3. **FACTS BEARING ON THE PROBLEM.**—Essential facts, in logical sequence which must be considered. (If you have no facts to state, omit this paragraph and renumber subsequent paragraphs accordingly.)
4. **DISCUSSION.**—A careful analysis of the essential facts, presenting considerations pro and con, to arrive logically at the conclusions and recommendations.
5. **CONCLUSIONS.**—Statement of the results derived from a reasoned judgment of the effects and implications of the essential facts. Alternate lines of action are eliminated in this paragraph. (This paragraph may be omitted in brief studies, in which case the following paragraph is renumbered accordingly.)

¹ Some headquarters utilize a printed routing form containing:

- a. A heading.
- b. A space in which to insert the office of preparation, together with the name, rank, and telephone number of the officer preparing the correspondence.
- c. Spaces for check marks or numbers to indicate the office or offices to which the correspondence is being sent.
- d. Spaces for check marks or numbers to indicate the action to be taken by the receiving office (approval, signature, information, concurrence, etc.).

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6. ACTION RECOMMENDED.—Complete, concise, and clear-cut statement of action recommended permitting simple approval or disapproval. (If recommendations are not required or in order, omit this paragraph.)

Initiating staff officer
committee chairman,
or head of staff agency²

ANNEXES: (List those accompanying the study.)

CONCURRENCES: Each staff officer concerned indicates his concurrence by his initials followed by his rank, name, official position title, and telephone number.

NONCONCURRENCES: Each staff officer concerned indicates his nonconcurrence by his initials followed by his rank, name, official position title, and telephone number. In each case reasons for nonconcurrence should be stated briefly on a separate memorandum, which will be attached as an additional annex.

CONSIDERATION OF NONCONCURRENCES: The author of the staff study states the result of his consideration of any nonconcurrences. If his consideration shows that the nonconcurrence cannot be supported, the reasons therefor will be stated. The author will sign or initial this consideration of nonconcurrence.

ANNEXES ADDED: (List the annexes containing nonconcurrences.)

ACTION BY APPROVING AUTHORITY: (Heading not necessary.)

Date

Approved (disapproved), including (excluding) exceptions.

Signature

* Signature should include position title and telephone number.

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Example 37. Staff Study.

Army Field Forces
FORT MONROE, VIRGINIA
15 Dec 19__

SUBJECT: Standard Sensing Procedure for Artillery and Mortars

1. **PROBLEM.**—To recommend a standard method for reporting observations of artillery and mortar fire.
2. **ASSUMPTIONS.**
 - a. The unification and integration of the armed services will require wide employment of uniform techniques and practices in combat areas.
 - b. It is assumed that in the future stringent economy of manpower must be observed.
3. **FACTS BEARING ON THE PROBLEM.**—There are at present three methods in wide use for reporting observations of artillery and mortar fire:
 - a. The Navy and Marine system in which the observer reports corrective data to the fire control center in the form of commands in yards (Annex 2).
 - b. The Field Artillery system in which the observer reports his sensings to the fire direction center in the form of deviations in yards of the round from the target (Annex 3).
 - c. The Infantry system in which the mortar or cannon company observer reports data to the weapons in the form of new fire commands (Annex 4).
4. **DISCUSSION.**
 - a. Experience has indicated the necessity for establishing a common method for reporting observations of artillery and mortar fire for use throughout the Army and for use in joint Army and Navy operations. Army and Marine artillery operating together have become confused as a result of attempting to employ two methods. Air Force observers in high-performance aircraft have been forced to learn both the Navy and Army artillery methods in order to function effectively in amphibious operations. Infantry observers have also been forced to learn

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two methods, one for their organic weapons and one in event that circumstances cause them to adjust artillery fire. Many infantry units have adopted the Field Artillery method in conducting their mortar fire (Annex 5.)

- b. (1) Any standard method adopted must eliminate confusion, be capable of universal employment, and be simple to learn.
- (2) The Field Artillery method, while capable of being universally employed, breeds confusion and is relatively difficult to teach (Annex 6).
- (3) The Infantry method can be employed only by an observer who has intimate knowledge of the weapon being fired (Annex 7).
- (4) The Navy method alone measures up to the desirable characteristics described in paragraph 3b (1) (Annex 8).

5. CONCLUSIONS.—Of the three methods in use by the armed services for reporting observations of artillery and mortar fire, the Navy system is the best for purposes of standardization.

6. ACTION RECOMMENDED.

- a. That Army Field Forces adopt the Navy method for sensing artillery and mortar fire.
- b. That Annex 1, Memorandum for Chief of Staff, United States Army be signed and dispatched.

/s/ Sweeney

G-3

Extension 5206

ANNEXES: (omitted)

CONCURRENCES: (omitted)

NONCONCURRENCES: (omitted)

CONSIDERATION OF NONCONCURRENCES: (omitted)

ANNEXES ADDED: (omitted.)

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APPENDIX V

ABBREVIATIONS

1. **AUTHORIZED ABBREVIATIONS.** Most of the abbreviations listed in this text are in conformance with SR 320-50-1.

2. **ADDITIONAL LIST.** The following list of abbreviations used in this text are not included in SR 320-50-1 but are authorized for Army use in the manner in which they are used in this manual pending completion of the current revision of FM 21-30 or future revision of SR 320-50-1

ahd	airhead	m bmr	medium bomber
bkry	bakery	med	medical
bmr	bomber	obsr	observer
bomb	bombardment	pon	ponton
cam	camouflage	pt	point
CAO	Civilian Affairs Officer	qtrg	quartering
cl	class	rad	radio
colm	column	ry	railway
ctl	control	RR	railroad
DAO	Division Ammunition Officer	sep	separate
dep	depot	subj	subject
dp	dump	TAC	Tactical Air Command (as distinguished from Tac or TAC, for tactic)
D/S	Direct Support	TAF	Tactical Air Force
en	enemy	tg	telegraph
encl	enclosure	tp	telephone
gp	group	tt	teletypewriter, tele- type
grd	ground		
govt	government		
instl	installation		
m	medium (adjective)		

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